

WWD

Fashion. Beauty. Business.

WWD Honors

Those being recognized at the WWD Honors gala in October include Sarah Burton, Willy Chavarria and Ralph Lauren's Patrice Louvet.

Page 2

Big in Paris

RH has opened a seven-level, mega flagship in the French capital, complete with a rare book room, restaurant and bar.

Page 8 and 9

Women In Power

WWD + FN + Beauty Inc reveal their annual list of female leaders impacting the industry, plus updated data on female representation.

Page 11 to 27



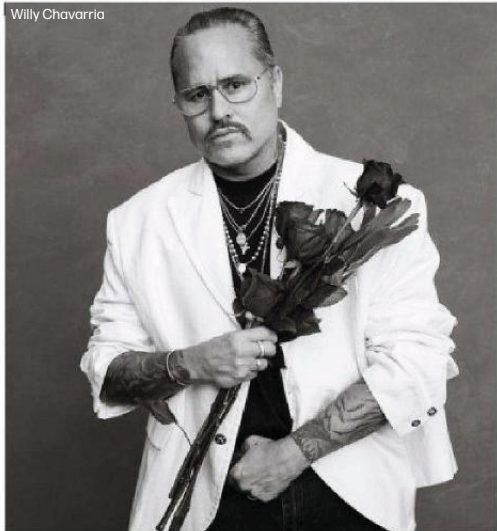
Per Giorgio

Designers, industry figures, celebrities and athletes turned out to pay their last respects to Giorgio Armani in Milan over the weekend. But what was even more touching was the thousands of everyday people, like those seen here, who queued for hours to spend a few minutes in front of his casket in his Teatro in Via Bergognone to acknowledge the enormous impact of the man universally known as "the Maestro." *For more, see pages 4 to 7.*

PHOTOGRAPH BY DARIA KOLOMEYTSEVA

WWD

Willy Chavarria



Sarah Burton

FASHION

Sarah Burton, Willy Chavarria to Receive Top WWD Design Honors

- Patrice Louvet, CEO of Ralph Lauren, will also be among the honorees in October along with Tapestry, Veronica Beard and more.

BY EVAN CLARK WITH CONTRIBUTIONS FROM JENNY B. FINE

When fashion flocks back to New York for the WWD Apparel & Retail CEO Summit in October, industry executives will have the opportunity to toast some of their own at the Honors gala on Oct. 28.

Sarah Burton, who nailed her debut at Givenchy this year after a long career at Alexander McQueen, will receive the WWD Honor for Women's Designer of the Year.

Willy Chavarria, who moved his star-studded show to Paris this year for his brand's 10th anniversary, will receive the

WWD Honor for Men's Designer of the Year.

And Patrice Louvet, president and chief executive officer of Ralph Lauren Corp., will take home the WWD Edward Nardoza Honor for CEO Creative Leadership. Over the last eight years, Louvet has helped sharpen and enhance the American brand, building in the kind of agility needed to not only adjust to the pandemic, but to come out stronger and to keep that momentum up.

They all will be in good company accepting their kudos.

At the ceremony, held the first night of the summit, as reported, Valentino Garavani and Giancarlo Giammetti will also receive the WWD John B. Fairchild Honor, which celebrates people with careers of creativity and vision that have left an enduring impact on the global fashion industry.

The two-day summit will also mark

WWD's 115th anniversary, exploring the theme of "Powering Progress: Past, Present, Future" with keynote addresses and panels from heavyweights across the industry, digesting the major trends shaping fashion today – from the luxury department store reinvention at Saks to the impact of tariffs and beyond.

Additionally, WWD will honor the companies and brands that have navigated the best over the past year and are well-positioned to power into the future, including:

Tapestry Inc. – Company of the Year, Public Tapestry somehow breezed through the turmoil of its on-and-then-off-again deal to buy Capri Holdings and succeeded in continuing to modernize and grow the Coach business, which has become a tech-savvy powerhouse.

Veronica Beard – Company of the Year, Private Cofounded 15 years ago by sister-in-laws Veronica Swanson Beard and Veronica Miele Beard, Veronica Beard has been steadily expanding into its potential, adding new product categories, opening more stores and adding to its aura. In a business climate that has many looking past apparel brands when it comes to investments, Veronica Beard is a rare growth story.

Tag Heuer – Watch Brand of the Year Tag Heuer has been sharpening its focus, upping its ambition and moving fast – very fast as the title sponsor this year at the Formula 1 in Monaco this year. The event had the brand everywhere as Naomi Campbell, Dua Lipa, Amazon founder Jeff Bezos, actress Simone Ashley and many more took in the race.

Tiffany & Co. – Jewelry Brand of the Year Tiffany & Co. has managed to be omnipresent this year – from the debut of its Blue Book 2025: Sea of Wonder in New York City to its "Legendary Legacy" exhibit in Bangkok to Milan and Tokyo, where the brand opened a flagship in the Italian fashion capital and a Ginza store with a facade that's 66 meters high, all Tiffany blue.

Interparfums – Beauty Company of the Year, Public In a year in which the fragrance category is surging, Interparfums has been a key player, surpassing the \$1 billion mark in sales in 2023, and its momentum continues to build. The company is driving key licenses like Coach, DKNY, Jimmy Choo and more, while also snapping up new ones – most recently Longchamp – and even launching its own collection of fine fragrances named after the avenue where its Paris headquarters is located.

Peach & Lily – Beauty Company of the Year, Private Originally launched as a K-beauty e-commerce site by founder Alicia Yoon, Peach & Lily debuted its own product line in 2018. Today, Peach & Lily is the number-two selling prestige skin care brand at Ulta Beauty, and the fastest growing there, as well.

BUSINESS

VSP Vision To Acquire Marcolin

- Founded in northern Italy in 1961, Marcolin today distributes its eyewear collections in more than 125 countries.

BY THOMAS WALLER AND LUISA ZARGANI

VSP Vision, parent company of Marchon, has entered into an agreement to acquire Marcolin from PAI Partners and other minority shareholders, WWD has learned.

The purchase price was not disclosed. "The addition of Marcolin is another example of our commitment to purposeful growth that will provide greater value for VSP members, clients, doctors and key customers," Michael Guyette, president and chief executive officer of VSP Vision, said in a statement. "With a portfolio of some of the world's most sought-after brands and advanced in-house

manufacturing capabilities, Marcolin will strongly complement our existing offerings through Marchon Eyewear as we continue to deliver high-quality eyewear that meets diverse and evolving global customer needs."

Founded in northern Italy in 1961, Marcolin today distributes its eyewear collections in more than 125 countries. Its portfolio of luxury and lifestyle brands includes Tom Ford, Zegna, Christian Louboutin, ic! berlin, Max Mara, Guess and many others.

"With a shared passion for bringing the highest-quality eyewear to as many people as possible, joining VSP Vision is a perfect fit," said Fabrizio Curci, CEO and general manager of Marcolin. "We look forward to combining our expertise, focus on craftsmanship, commitment to product innovation and complementary portfolios and geographic presence to give customers the very best in eyewear and service."

According to the statement, with the backing of PAI, Marcolin has broadened its international reach and enhanced operational efficiency, reinforcing itself as a leading player in the wholesale eyewear market. Under PAI's ownership, Marcolin's performance has advanced significantly, supported by a strong focus on commercial excellence, a strategic corporate reorganization and the expansion of its brand portfolio through

targeted acquisitions, new licensing agreements and key renewals.

"We are delighted to have backed Marcolin's transformation into a world leader in the wholesale eyewear business", said Raffaele Vitale, partner at PAI. "We are grateful to the management team for their partnership and are confident that Marcolin is well positioned to continue thriving in the years ahead, with plenty of runway for growth and a portfolio of iconic brands."

CapM Advisors acted as the exclusive financial adviser, and Latham & Watkins acted as the legal adviser to the shareholders of Marcolin. Kirkland & Ellis LLP and Chiomenti acted as legal advisers to VSP.

The transaction is expected to close in the fourth quarter of 2025 and is subject to customary regulatory approvals.

In the six months ended June 30, the Longarone, Italy-based Marcolin posted net sales of 295.7 million euros, down 0.6 percent at current exchange rates but up 0.3 percent in comparable terms, versus the first half of 2024.

These were mainly driven by the Europe, Middle East and Africa region, which contributed to the performance with a 7.3 percent jump in revenues at current exchange rates to 161.3 million euros. Meanwhile the Americas dropped 7.4 percent to 98.7 million euros compared to the first half of 2024.

PAI Partners acquired its majority stake in Marcolin in 2012 and there had been speculation since last year that it was seeking to exit the business. Neither PAI nor Marcolin confirmed the speculation.



Marcolin eyewear.

BUSINESS

Zegna Group Reports 53% Profit Surge in H1

- The group is leveraging its direct-to-consumer store network and brand capabilities.

BY LUISA ZARGANI

MILAN – The Ermenegildo Zegna Group on Friday reported a growing bottom line in the first six months of the year.

In the period ended June 30, net profit rose 53 percent to 47.9 million euros compared with 31.3 million euros in the same period last year.

“Our first-half 2025 results reflect the group’s strategic decision to invest in the DTC store network and capabilities across our three brands, while continuing to support projects that fuel our long-term growth ambitions,” said chairman and chief executive officer Gildo Zegna.

“In this context, we are pleased with the operating results reported by the Zegna segment where stronger operating leverage and disciplined execution led to an improvement of the adjusted EBIT margin by 150 basis points. This strong performance helped balance the impact of the strategic transformation underway at Thom Browne and Tom Ford Fashion.”

Adjusted operating profit for the Zegna segment, which also includes the textile division and third-party brands, totaled 94.4 million euros with an adjusted margin of 14.3 percent, compared to 12.8 percent in the same period last year, driven by positive operating leverage, a more efficient direct-to-consumer channel and discretionary cost control initiatives.

Gildo Zegna touted the strength of the group’s pipeline, “the authenticity of our brands, and – above all – the clarity of our vision and the talent of our team,” leading the executive to say that “we remain on track to achieve our 2027 targets, despite sector and currency headwinds.”

Group Brands

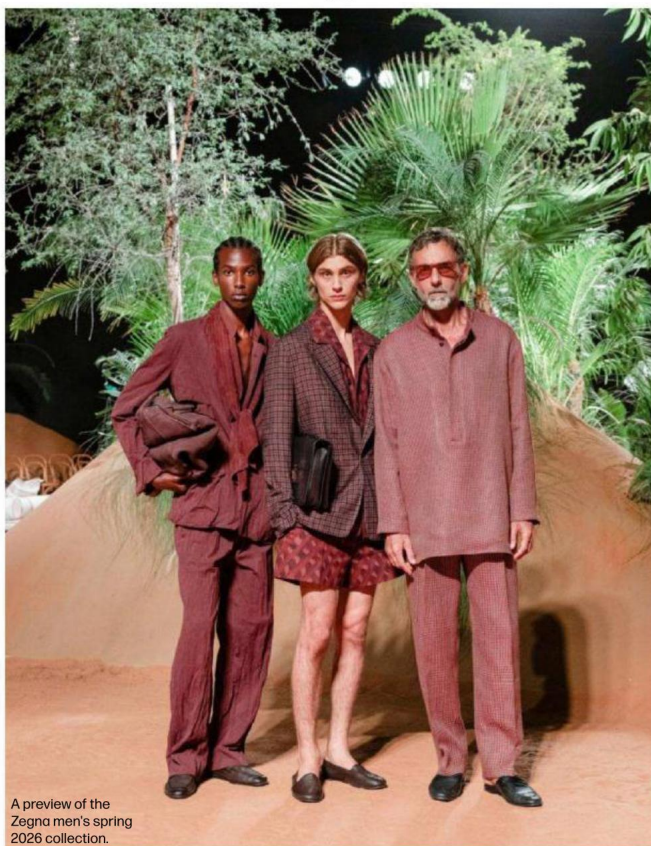
As revealed in July, group revenues totaled 927.7 million euros. This is a 3.4 percent decrease from 960.1 million euros in the same period in 2023 and in organic terms it’s a 2 percent decrease.

In the first six months ended June 30, sales of the Zegna brand inched up 0.8 percent to 570.4 million euros, while Thom Browne sales fell 22.5 percent to 129.2 million euros.

Tom Ford Fashion rose 2.8 percent to 152.7 million euros. Haider Ackermann debuted his first collection as creative director of Tom Ford during Paris Fashion Week on March 5 to unveil the brand’s fall 2025 collection.

During a call with analysts on Friday, chief financial officer and chief operating officer Gianluca Tagliabue said that a new campaign for Tom Ford Fashion, the first under Ackermann, has just been released “and it has been very well-received.” About the collection, available in stores from the end of August, Tagliabue said it was “early to comment on the trends, but the first, very initial reactions in the stores have been really positive.”

Zegna also just launched the fall 2025 campaign fronted by Mads Mikkelsen and labeled “It’s not a suit, it’s a Zegna.” It is focused on the Torino suit, inspired by founder Ermenegildo Zegna’s own, made from the Vellus Aureum fabric, which



Tagliabue described as “the finest wool in the world.”

The campaign accompanies the launch of drop two of Zegna’s fall collection, which Tagliabue said was well-received in the stores, with “an initial positive feedback.”

Tagliabue also highlighted the new Zegna store opened in the Miami Design District, “marking another important step forward in the strategic expansion of our presence in the U.S. market.” An event will be held during Art Basel in December, Tagliabue said.

Additionally, Zegna just opened a Salotto, a Su Misura and by-appointment venue for the brand’s VICS, offering exclusive collections and unique shopping experiences at Plaza 66 in Shanghai, bringing the total to three globally following Beijing and Singapore.

“We want to keep on fueling the brand that is with positive tailwind but we don’t want to squeeze the numbers of the second half of the year in order to deliver in the short term,” Tagliabue said. “We see big potential in the long-term and we want to keep on having the right events, the right investments, just cutting discretionary costs, not anything else.”

In the first half, textile revenues were down 6.6 percent to 67.1 million euros.

Adjusted operating profit at the Thom Browne segment totaled 4.5 million euros, with an adjusted margin of 3.5 percent compared to 12.1 percent led by a negative operating leverage resulting from the decrease in revenues in the period

especially in the wholesale channel, and higher initial costs related to the newly opened DTC stores, which have not yet reached their run-rate efficiency.

As reported, Thom Browne CEO Rodrigo Bazan exited the brand on Aug. 31, succeeded by Sam Lobban, previously executive vice president and general merchandising manager for apparel and designer at Nordstrom. Bazan had been leading Thom Browne since 2016, growing its sales threefold.

Tagliabue said the wholesale decline at Thom Browne will be reduced in the second half and “of course, having on board Sam Lobban as the new business leader, bringing and injecting a consumer-centric approach, starting from merchandising, training in retail and all the different levers that then bring to life the stores, bringing it back to double-digit EBIT where it belongs.”

Adjusted operating loss for the Tom Ford Fashion segment was 19.4 million euros, compared to a loss of 11.9 million euros, primarily due to investments in the expansion of the store network and in new talents, IT and the corporate and retail structure to build the platform and support the expansion of the business.

Group adjusted operating profit amounted to 68.7 million euros, compared with 80.9 million euros in the first half last year. The 100 basis points decline in the 7.4 percent margin was attributed by Paola Durante, in charge of investor relations, to the selling and general and administrative higher incidence.



“It was also slightly negatively impacted by the currencies movement as the euro since April appreciated, particularly compared to the U.S. dollar and the renminbi, which are the two most important currencies for our group,” she said. “We are aware that the sector remains challenging and volatile. However, we know that we have implemented actions to protect our profitability.”

Current Trends

Tagliabue said that “all in all, I can say we have entered September with good energy across all three brands, but it’s essential to remain cautious and vigilant, as initial signs should not be considered yet as consolidated.”

The context “calls for a cautious and thoughtful approach. As a final comment, I can add that by region, we still continue to see strong momentum in Europe, the Middle East and America.”

The Greater China region “remains challenging and volatile. It is true that in some recent weeks, the trend in GCR has likely improved also thanks to easier comparison base, but still staying on the negative side. So it is yet early to draw a solid conclusion about this latest trend.”

Tagliabue highlighted the quality of the DTC full price sales. He said the consensus of 2025 revenues of 1.92 billion euros can be organically achieved and that the adjusted EBIT of 173 million euros “is realistic.”

Prices were increased in low-single-digit terms “in a systematic approach to offset cost dynamics and currency dynamics in fall 2025 when there was the addition of incremental tariffs,” Tagliabue said. “We have acted in order to reflect this into our U.S. prices for winter 2025 live since August and we are not seeing a substantial boomerang from consumers. As I said before, we keep on seeing good momentum in the U.S.”

In the first half, selling, general, and administrative totaled 501.8 million euros, or 54.1 percent of revenue, compared to 497.6 million euros, largely reflecting investments in the expansion of the DTC distribution network, only partially offset by actions taken to contain discretionary costs across brands.

Capital expenditure totaled 54 million euros compared to 60.1 million euros mainly related to the expansion of the DTC store network across the three brands and to a portion of the investments for the new shoe production plant in Parma, Italy.

As of June 30, net debt stood at 92.1 million euros, in line with 94.2 million euros at the end of December last year.

PEOPLE

Milan Mourns the Loss of Giorgio Armani

● Long lines formed outside the designer's funeral chamber as thousands paid tribute to 'the Maestro' of Italian fashion.

BY SOFIA CELESTE, LUISA ZARGANI,
SANDRA SALIBIAN AND ANDREA ONATE
PHOTOGRAPHS BY DARIA KOLOMEYTSOVA

MILAN – The silence over the weekend on Via Bergognone, home to Giorgio Armani's Teatro, was uncanny.

More than 6,000 people lined up quietly on Saturday – and on Sunday the queue was even more striking, spilling into the streets around the stately venue designed by Tadao Ando, whom Armani admired and respected.

Tutta Milano – and not only – patiently lined up to pay their respects to the designer, who died on Sept. 4 aged 91. Those in the crowd ranged from fashion students and athletes to writers and fashion enthusiasts, in addition to the group's employees, institutional figures, celebrities and designers – Donatella Versace brought a large bouquet of white flowers on Saturday, one of the first to attend the event, together with Carlo Capasa, head of the Camera della Moda, and Mario Boselli, honorary president of the organization.

White flowers also filled the Teatro inside, where members of the Italian Armed Forces Carabinieri branch clad in ceremonial garb and red-plumed bicorns stood guard around Armani, who was knighted into the Grand Cross of the Order of Merit of the Italian Republic – the nation's highest honor – in 2021.

A tapestry embroidered with the Milan coat of arms flanked the closed casket. An alabaster stone fused with a crucifix lay beside; it is said to have always been by his bedside. Paper lanterns in diagonal grid formation were strewn across the dark theater floor while a screen showing Armani's image on the catwalk was emblazoned with his very last message to us all: "The mark I hope to leave is one of commitment, respect and genuine care for people and for reality. That's where everything truly begins."

It's easy to assume the designer masterminded this stage, too, as it was quintessentially Armani.

Leo Dell'Orco, head of menswear design and his heir apparent; Armani's nephew, Andrea Camerana, and Michele Tacchella, business unit director of Giorgio Armani and EA7, were among those flanking the casket and greeting guests. Silvana Armani, the designer's niece who worked on the women's collections, was also spotted.

Music by Ludovico Einaudi, who paid his respects early on Sunday morning, wafted through the room.

Tributes to Armani were ongoing throughout the weekend, including at the tail end of the Venice Film Festival, where there was a standing ovation in his memory, and at the Formula 1 race in Monza, where the television broadcast kicked off with a portrait of Armani. Meanwhile, the website of Italy's President Sergio Mattarella included a statement from him in which he described Armani as "a symbol of Italian genius in the world. Self-effacing and reserved, constantly and tirelessly creative, over the many years of his career he redefined, at an international level, the criteria of elegance and luxury. His sophisticated simplicity, his attention to quality and details, inspired and influenced generations of designers." ▶



Donatella Versace attends Giorgio Armani Memorial in Milan over the weekend.



Here and left: Guests attend Giorgio Armani Memorial in Milan over the weekend.



Here and below: Guests attend Giorgio Armani Memorial.

Government figures paying their respects to Armani included, among others, former Prime Minister Matteo Renzi; Francesco Rutelli, the former mayor of Rome and former vice president of the Council of Ministers; the mayor of Milan Beppe Sala, and Mario Monti, senator and former prime minister. Entrepreneur John Elkann, chairman of Ferrari and Stellantis; Gildo Zegna, chairman and chief executive officer of the Ermenegildo Zegna Group, and film producer Aurelio De Laurentiis, also attended. Ferrari Style's creative director Rocco Iannone, who worked with Armani early in his career, said attending the wake "was really very intense and moving for me, a very strong emotional moment."

Pitti Uomo CEO Raffaello Napoleone described Armani as "an absolute talent across the board. He intercepted social evolutions much better than others and before anyone else with great intelligence. He was very curious."

Matteo Marzotto, chairman of MinervaHub, highlighted Armani's "consistency and entrepreneurial strength. He interpreted industrial processes and marketing strategies with an intelligence out of the ordinary and he never improvised. He perceived what people needed, transforming creativity in a solid system, competitive and international."

Italian architect Massimiliano Fuksas and visual artist Doriana Mandrelli Fuksas recalled working with Armani over the years. "He never made mistakes. He had a perfect eye. He was always so polite and was never arrogant with anyone," Massimiliano Fuksas said.

"He was unique and will always be so, and there will be none like him," said designer and Alessi art director Andrea Incontri. "He represented my Maestro, I grew up with his vision, his art and aesthetic and shaped my own. He knew how to create a narrative so deep,

"He was a great revolutionary; he realized before everybody else what women and men needed to wear. He perceived by intuition the changes in society."

FASHION THEORIST, PROFESSOR AND CURATOR MARIA LUISA FRISA

across the board in the respect of ethics and people, with discretion. I want to remember this with a smile and I can only say thank you."

Dean and Dan Caten of Dsquared2 and Santo Versace also paid their respects on Sunday, all visibly moved.

Ditto for Neil Barrett, who took a moment to underscore how Armani "paved the way for all we designers to have a chance to go out there and dream."

He shared his favorite personal memory, when in 2010 Armani visited him to offer to produce his collection.

"In that moment I was completely shocked and awestruck and I couldn't believe he was in my office and I couldn't believe when I came back to see him in his office here that he would actually make me such a humongous and beautiful offer. Obviously that is something that I've never forgotten," said Barrett.

"I actually didn't take that offer, for good or for bad, because he described how he started at 40, from nothing, and how he did it on his own. He worked hard, dedicated and he just had to prove ▶





Here and below:
Guests attend
Giorgio Armani
Memorial



himself," recalled the designer, explaining how this inspired him to "stick to my guns and try to do it the hard way, as well — obviously in my small way."

For Barrett, Armani's biggest legacy is cinematic, as he noted how "he embraced Hollywood and Hollywood embraced him. For me when I think of films and film costumes, I only think of Giorgio Armani."

To be sure, Academy Award-winning directors Giuseppe Tornatore and Gabriele Salvatores headlined a numerous crop of Italian actors and celebrities paying tribute to the designer, from Stefano Accorsi to Margherita Buy.

Italian actress Maria Grazia Cucinotta recalled intimate moments she shared with Armani over the last three decades. "We are all here for him to say thank you. The most beautiful embrace was when I did the fitting of my wedding dress, there was him and [Armani's niece] Roberta, my mom

couldn't come and it was an important hug in that moment because I really needed it," she said.

Fashion theorist, professor and curator Maria Luisa Frisa attributed her lifelong interest and passion for fashion to Armani and his sister Rosanna, working on the Emporio Armani magazine with them years ago. "He was a Maestro of life, he taught me how to work and how to commit to it. We are all responsible for his legacy. The 1900s ends with him," she said. "He was a great revolutionary; he realized before everybody else what women and men needed to wear. He perceived by intuition the changes in society."

"He forged that beautiful image of a working woman, not a Barbie but one that knows what she wants," said model Antonia Dell'Atte, one of Armani's muses. "A woman with dignity, ironic and who doesn't take herself too seriously. ▶



Here, right and below: Guests attend Giorgio Armani Memorial.

"We had to celebrate 50 years of career together. I had to take his hand to mark this journey we walked together," continued the model. "But he's not dead. He's eternal... [and] Milan bowed at the feet of King Giorgio."

"He was extremely elegant and polite," said model Sandro Pezzella, who first started working with Armani in 2015, admitting how working for the designer helped his career. "It doesn't seem real, I felt he was everlasting."

Armani's connection with sports was reflected by the participation of athletes such as former tennis stars Fabio Fognini and Flavia Pennetta; Olympic swimming champion Federica Pellegrini; soccer legend Paolo Maldini, and Giovanni Malagò, former president of the Italian National Olympic Committee.

"It's not an easy day. I have to say that this funeral chapel has really shaken me," said Pellegrini. Armani used to call her "before and after" her swimming races, she shared. "It was wonderful to think back on all the years gone by; there are memories that will always remain indelible for me. Also because in those years, the bond between sport and fashion wasn't as strong as it is today. So he was ahead of his time even from that perspective."

More than on fashion, movie and sports, the two-day tribute offered an emphatic display of the impact Armani had on the general public. People queueing to say one last goodbye to "King Giorgio"

encompassed different ages, professions and nationalities.

"I'm here to pay my respects to a king... a king of fashion," said Micaela Barlucci, a resident of Milan, who wore a Giorgio Armani-designed dress to her wedding 25 years ago. "I felt obliged after everything he has done. He made my wedding dress and so I'll always have him in my heart," she mused.

"It's a historic event. Living in Milan, it would have been such a shame to miss this," said Katerina Fogoros, a Romanian studying political science at Milan's Bocconi University. "He did a lot for Milan and for the fashion industry."

Anna Ventrella came from Cesate, in the outskirts of Milan, with her son and grandson, a Gen-Zer bedecked in Armani Exchange from head to toe for the occasion. "My son has worked for him and we inherited such an admiration," said Ventrella. "I loved his fashion, made of elegant, sober clothes. I can't afford them, but I did manage to buy a bag one time."

Retired entrepreneur Silvana Carlotti was more pragmatic while waiting for her turn to pay tribute to the designer. "Now we have to see who will be his successor. That's very important," she said.

Armani's funeral will be held Monday in a strictly private form for family members. While details are being kept under wraps, the speculation is that it will be held in Rivalta, a small town outside Piacenza where the designer was born. ■





CEO Talks

Gary Friedman Talks Opening Of RH Paris

- The American furniture and interior design business opens RH Paris, the Gallery on the Champs-Élysées just in time for Paris Design Week.

BY SOFIA CELESTE
INTERIOR PHOTOGRAPHS BY PAUL FOGIEL

On the eve of opening of RH's first Paris gallery, Gary Friedman issued a heartfelt message to the city and its people. "In Paris, the measure is eternity and we have built accordingly," a video message read, with images of the Eiffel Tower, Notre Dame the Arc de Triomphe floating by with emotional music in the background.

On Friday, the Corte Madera, Calif.-based furniture and interior design firm officially opened the gilded gold leaf gates of its latest jewel, RH Paris, the Gallery on the Champs-Élysées: A New hub for Architecture, Design, Food and Wine.

Since taking over RH in 2001, then a trusted U.S.-based furniture business, Friedman has worked to transform it into a luxury experience. Everything, he said, has been leading up to this moment. Friedman slept three hours the night before, in preparation for the unveiling of his biggest feat yet.

"It's the most dominant country for luxury brands, the most dominant, influential country from a culinary point of view and its impacts. It is the place where you come to do your best work," he told WWD in an interview, highlighting

RH's luxury positioning and the store's proximity to the pillars of the European luxury market.

Located just off the Avenue Montaigne, the building was finished in 1983 and was once the flagship location of Abercrombie & Fitch.

"It was always our vision to open [in Europe] with Paris. And the logic behind that is based on a quote from Bernard Arnault, when he was asked, 'how do you build a great brand in China?' And his answer was, you build great stores in Paris, London and New York. And so we're doing it in a bit of a different order," he said, noting that the New York City gallery was opened first. The six-level, 90,000-square-foot RH Gallery, at 9 Ninth Avenue in Manhattan's Meatpacking District with its rooftop restaurant with views downtown to the Freedom Tower, set the tone when it opened in 2018.

The Paris opening is a milestone for the company, historically and architecturally. The structure itself is majestic. A freestanding building on three sides, visitors follow a crushed limestone path to a secret garden where ivy-covered walls and sculpted trees frame the six-meter cast medallion bronze doors marking the entrance to the Parisian store of what has become one of the largest residential design firms in the world. Inside, walls are adorned with inlaid brass and white onyx mosaic, framing a three-dimensional image of Leonardo da Vinci's Vitruvian Man, which is present in many RH Galleries and

represents the RH design ethos.

Vitruvius, a Roman architect and engineer whose work from the first century BC is said to have inspired da Vinci's drawing of the "Vitruvian Man" 1,500 years later and has been a guiding inspiration for Friedman along his own path.

"Our design principles and ethos go all the way back to the teachings of Vitruvius. We believe that the most pleasing design is a reflection of human design, a study of balance, symmetry and human proportions. And he believed that beauty is produced by pleasing appearance and good taste, with everything integrated. And so everything that we do, we think of the need to integrate things seamlessly so it's one thing," he mused.

When asked how RH will fit into the Parisian design community, brimming with interior design studios and signature flair, he's confident, as one of the biggest one-stop interior design businesses in the world with everything from landscape architecture to bathrooms under its umbrella, that the brand has a lot to offer. RH may not have the European flair Paris does, but it's able to undertake residential projects like no other businesses. It was also no mistake that RH decided to open

the space during Paris Design Week, which started Thursday and will run until Sept. 13.

"I think the biggest advantage we have from an interior design point of view is that most interior design businesses are not consumer-facing. There aren't really storefronts for interior designers on streets that people see. We've got an incredible physical platform that we're building. And that physical platform is based in great architecture, great interior design and great landscape architecture. We have a physical manifestation of what we do. And most interior designers don't have that," he said, adding that the RH Paris Gallery invites the design community to explore the RH world.

"It's probably the largest assortment of product at our quality level in the world. And it's not just sofas or not just lighting," he continued.

A coffee table by French architect and designer Thierry Lemaire has been added to the array of furnishings that includes everything from bathware to garden pieces. RH's roster of designers includes Sydney's Nicholas and Harrison Condos, Los Angeles-based designer Ann Marie Vering and Spanish designer Mario Ruiz.

As a museum-like space brimming with rare works, the gallery has a lot to offer the design-curious. Inside the Architecture and Design Bibliotheca, guests are privy to rare books by cultural masters, including Vitruvius, da Vinci, Renaissance architect Andrea Palladio, French architect and writer Philibert de l'Orme, French philosopher Maurice Blondel and French administrator Georges-Eugène Haussmann, who was responsible for Paris' modern urban transformation. At the center of the library lies one of the first modern printings of "De Architectura, the Ten Books on Architecture" by Vitruvius, which was produced around 1521.

The Gallery, spanning seven levels, is connected by a soaring atrium of floating cast medallion stairs. In the center of it lies the cast bronze Caryatid, circa 1870, attributed to French sculptor Louis-Félix Chabaud, who is renowned for his sculptures at the Louvre and the Palais Garnier opera house. An emblem of strength, grace and ingenuity, a harmony between art and engineering, it serves as a centerpiece and symbol of RH's desire to connect and create harmony between the brand and the people of Paris.

One of the first modern printings of "De Architectura, the Ten Books on Architecture" by Vitruvius, which was produced around 1521. Paul Fogiel/WWD

The dining section includes Le Petit RH, an upscale restaurant envisaged as a jewel box, featuring a menu of caviar specialties, small plates, signature salads and seafood towers. Clad with champagne lacquered walls with a sparkling ceiling of more than 7,000 individually handblown ▶



One of the first modern printings of "De Architectura, the Ten Books on Architecture" by Vitruvius, which was produced around 1521. Paul Fogiel/WWD



The new Vao coffee table by French architect and designer Thierry Lemaire features prominently among the many contemporary furnishings, lighting and unique art and sculpture at RH Paris. The Gallery on the Champs-Élysées.

glass polyhedrons, it boasts views of the Eiffel Tower, Grand Palais and the Pyramid at the Louvre. Friedman explained that architects Foster & Partners designed a retractable 15-foot elevator that comes up and disappears to avoid blocking its neighbors' views of the Eiffel Tower.

RH worked with Foster & Partners on select areas of RH Paris and will be again partnering with the architectural firm for the opening of RH London in 2026.

Le Jardin RH is located on the second-floor terrace and sits under a curved glass-and-steel structure inspired by the Grand Palais and offers a menu of American and Mediterranean classics.

On the third floor sits the World of RH Bar & Lounge, a physical and digital immersion into the places and spaces that define the brand while enjoying a glass of wine or a craft cocktail by famed mixologist Colin Field.

The RH galleries have been a winning concept, boosting its European revenues. RH England, The Gallery at Aynho Park – a 73-acre, 17th-century estate opened in 2023 – is testament to that success, he said, noting that it generated \$46 million in total demand in its second full year. This bodes well for all new galleries, including the upcoming London Gallery in Mayfair and the one in Milan, which is set to open during Salone del Mobile.Milano in 2026.

"If an RH Gallery in the English countryside, with an estimated population of 100,000 in a 10-mile radius two hours outside of London, can generate \$46 million...what can an RH Gallery in the center of Mayfair, the most exclusive shopping district in London with a population of 9.7 million, do in its second

full fiscal year?" the CEO asked.

RH's expansion strategy is focused on taking market share despite macro headwinds. Moving forward, the company will open seven to nine new galleries a year, despite the unpredictable market conditions. China for now isn't in the cards, he said.

"But, you know, and I think that's just, it's not, I don't think it's necessarily, you know, are we rushing to go to China? Not necessarily. We're not rushing to go to Russia either, right? There's political instability in a lot of places in the world right now with tension. And so I think we'll let things, you know, kind of cool down politically, you know, let the geopolitical stuff get worked out, whether it's worked out in this current administration or next administration," he said, adding that U.S. President Donald Trump's trade policy and his announcement regarding further tariffs on furniture makers is an incredible challenge for the industry as a whole.

"You'll start to feel it in the second half of this year. You'll feel it more in the fourth quarter than the third quarter. You'll really start feeling it in the first quarter of next year. And by the second quarter of next year, you'll feel it at about 80 percent," he said. RH remains one of the largest upscale furniture and home businesses in the world and posted \$3.18 billion in net revenues in 2024.

"And so who knows what the world's going to look like. I think right now you've got to pray for peace and plan for war. I don't mean war from a militaristic point of view, or even from a financial point of view. There's never been this much chaos in business in my entire career," he said. ■

EYE

Ellen DeGeneres, Theo James, Zoe Saldaña Attend RH Opening

● The furnishings retailer celebrated its splashy flagship.

BY JOELLE DIDERICH

PARIS – On the opening night of Paris Design Week, the French capital was abuzz with happenings and cocktail parties, but the hottest ticket in town was the reveal of RH's latest gallery on the Avenue des Champs-Élysées.

Guests including Zoe Saldaña, Theo James, Ellen DeGeneres, Portia de Rossi and Catherine Deneuve made their way through majestic wrought iron gates down a hedge-lined path, flanked by violinists dressed in Grecian-style gowns.

Giant gilded medallion doors led into the soaring atrium of the building, fully decked out with bronze accents.

"This is my very first time seeing everything – I'm kind of amazed," said Saldaña, part of a blue-chip host committee that included Destree cofounder Géraldine Guyot-Arnault, art director Fabien Baron and event organizer Alexandre de Betak.

She's a fan of the California-based furnishings retailer, formerly known as Restoration Hardware. "One of our homes is all Restoration Hardware," the "Emilia Pérez" star said.

"It's so elegant and beautiful and peaceful and as a mom, I really need tones that kind of add a contrast to the lively energy that my kids bring into our lives," added the actress, who has three sons with husband Marco Saldaña.

She likes the fact that the store offers everything from bedding to bespoke furniture.

"Buying a home is already difficult as it is, furnishing it is twice as hard – and when you feel like you have to go to 200 different places to bring a home together, just that thought can overwhelm a person that is already overwhelmed and exhausted. Having a one-stop shop, I think it's a good thing," she said.

DeGeneres and de Rossi warmly greeted RH chairman and chief executive officer Gary Friedman and his wife Bella Hunter, as Friedman showed them photos of their baby boy on his phone.

"We've actually been working together for about seven years now. I have an art publishing company called General Public, and we provide RH with about 90 percent of the art that they sell," said de Rossi.

When it comes to interior design, though, she's happy to delegate. "This is my interior decorator," she said, pointing at her wife. "Ellen really loves to do interiors."

DeGeneres is a fan of midcentury French furniture. "Prouvé, Perriand – those are my favorites," she chimed in. The couple recently moved into a palatial new home in England and DeGeneres, it seems, was in the mood for shopping.

"She was just told about a store called Downtown today, and I'm glad we didn't get to go there before we came here, because that would have cost a lot of money," de Rossi said.

Designer Alexis Mabille, who also has a thriving interior design business, was getting ready to unveil his new Paris apartment after a multiyear renovation. "It's a haven of peace, and with my own décor, it feels great," he said.



Ellen DeGeneres and Portia de Rossi



Theo James and Zoe Saldaña

Meanwhile, Dan Thawley, another member of the host committee, was getting ready to move homes with a giant closet sale over the weekend. "There's probably 300, 400 pieces," he said.

The former editor in chief of A Magazine Curated By, who last year launched design salon Matter and Shape, believes RH is filling a gap in the French market.

"We have large benchmark European

editors that have been there for many years, the Cassinas and the Vitras and people like that, but then between that and a Zara Home and an Ikea, there really hasn't been a great deal on the market," he said.

With its premium offering, the RH flagship, which includes a restaurant, bar and garden rooftop, should draw both locals and Paris-based decorators working on international projects, he predicted. He's already ordered a sofa for his new apartment. "I've never measured so many corners in my life," Thawley said.

FASHION

Angelina Jolie's Latest Film Gets A Couture Touch From Chanel



Angelina Jolie in "Couture."

- The French fashion house granted director Alice Winocour full access, marking the first time a fiction feature film was shot in its workshops.

BY JOELLE DIDERICH

PARIS — As the fashion world prepares for a slew of designer debuts this season, women's voices still struggle to be heard.

Director Alice Winocour aims to redress that imbalance with her film "Couture," due to premiere Sunday at the Toronto International Film Festival. Starring Angelina Jolie and set during Paris Fashion Week, it trains the spotlight on three women working in the shadows of the fashion industry: an indie filmmaker, a model and a makeup artist.

Jolie, switching seamlessly between English and French, plays Maxine Walker, a director of low-budget horror movies who's hired to shoot a short film for a French fashion house, but finds out during the trip that she has breast cancer. The film explores how the characters' stories intersect as they each seek to overcome challenges.

"Telling stories from female perspectives that haven't been shared before is something I find really important — especially now, when women's rights seem to be slipping everywhere," Winocour said.

She spent two years doing a deep dive into the industry, talking to everyone from beauty professionals to model bookers. "With every project, I enjoy delving into a world that's new to me and approaching it almost like a documentary," she said, comparing it to the time she spent with astronauts in Russia's Star City for her film "Proxima."

This time, the setting was a tad more glamorous: Chanel partnered with Winocour during the scriptwriting phase, providing backstage access to its shows, and allowed her to film key scenes in its haute couture salons and workshops in Paris, in addition to providing the clothes for a pivotal fashion show scene.

Chanel noted it was the first time a fiction feature film was shot in its ateliers.

"The house of Chanel is proud to support the production of Alice Winocour's 'Couture,' a film that reveals both the backstages of the fashion world and the energy of those who make

it happen, and whose exploration of femininity and emancipation echoes the values of the house," it said.

Despite the glossy subject matter, Winocour neatly sidesteps clichés, instead searching for quiet moments that give the story emotional resonance. Jolie's performance, which chimes with her experience as a filmmaker and her personal health struggles, is particularly moving.

WWD caught up with Winocour at Chanel headquarters in mid-January as she shot a scene where Anyier Anei, who plays South Sudanese model Ada, is being fitted for her first Paris runway outing. Anei, making her big-screen debut, heads a cast of real-life models that also includes Mona Tougaard and Yuliia Ratner.

Adding an extra dose of realism to the scene, Madame Olivia, head of Chanel's flou workshop, appears alongside French actress Garance Marillier, who stars as a young seamstress.

A Voice for the Voiceless

"The idea was to dive into a world I didn't really know and to observe it from behind the scenes, since people usually only see it from the surface," Winocour said during a break between takes. "I wanted to give a voice to women who have no voice, who are just bodies."

The prep work for this self-confessed "obsessive" included spending time

with model agents from Elite, as well as watching a glut of fashion-focused films and documentaries.

"I realized that a lot of the time, the focus was on the designers — who are usually men — so you ended up looking at things from the perspective of the powerful," she said. "I like to tell stories from the perspective of the weak."

Costume designer Pascaline Chavanne said that despite the subject matter, fashion didn't play a huge role in her wardrobe choices. Instead, she and production designer Florian Sanson worked on visual parallels, like the red ribbons pinned to a dressmaker's dummy that echo the lines drawn on Maxine's body during a medical exam.

Chavanne noted that the French title of the film is "Coutures" with an "s" at the end, which literally translates as "Stitches" in English. "The word 'stitches' is important because there is a connection to the body, and to the thread that is woven between these three stories," she said.

Unlike her painstakingly recreated period costumes for last year's Hulu series "Becoming Karl Lagerfeld," Chavanne intentionally opted for timeless looks.

"Putting fashion front and center in a film is risky, because in 10 years, the movie might look totally dated," she explained. "At the end of the day, it's really tricky to strike the right balance between connecting with today's audience and making sure it doesn't feel outdated."

For the character of Maxine, she drew inspiration from Winocour's style, as well as the outfits Jolie wears when directing. The resulting looks reflect the star's penchant for monochrome, minimalist pieces, though certain items — namely a black leather coat — carry another subtext.

"It was about the idea of skin," Chavanne said. "Every piece of clothing we picked carries meaning, but it's also just straightforward realism, drawn from how we saw the environment."

She avoided dressing the characters in Chanel. Crucially, the brand's name and logo never appear onscreen — though the mirror-lined staircase of its Paris couture salon is instantly recognizable.

"We wanted the authenticity of a major couture house and didn't want to fake it, so they agreed to let us film on their actual premises — but without using the brand name," Winocour said. "I had a lot of creative freedom, and because we began working together early on, there was a real sense of trust between us."



Jolie and Louis Garrel in "Couture."



Alice Winocour

Respecting Independence

For the climactic fashion show sequence, which takes place outdoors after dark, Winocour and Chavanne selected around 10 looks from the Chanel archives. Some were faithful copies, while others were reproduced in different colors or fabrics to lend a visual unity to the scene, which is designed to mirror the eerie fairy-tale aesthetic of the fashion film within the film.

The dresses, in muted shades ranging from pale pink to pearl gray, cream and black, contrast layers of vaporous tulle and organza with long ruffled skirts and collared capes in satin or taffeta edged with lace. Signature Chanel accessories include gold jeweled belts, graphic hair bows and camellias.

"They love cinema so much that they're really tuned in to the technical side of costume design. For example, it was super important to use flowing fabrics for this scene, since it starts raining during the fashion show — the clothes get soaked, and it's all about how they move with the wind and water," Chavanne said.

"Our expertise is totally different from theirs, and it's the blending of these worlds that makes it work. If it were just about product placement, it would be a one-way street, and that would be boring. What's great about how we work with Chanel is that it's a genuine conversation," she added.

The brand provided all the beauty products for the shoot, and its makeup artists also appear on screen. Ella Rumpf, who plays Angèle, a makeup artist who dreams of becoming a writer, was coached by Chanel makeup artist Elsa Durrens.

In recent years, Chanel has expanded its support for cinema, which now encompasses everything from costume design to film restoration, in addition to initiatives geared at fostering the next generation of movie directors. At this year's Cannes Film Festival, it was involved in four projects, ranging from Richard Linklater's "Nouvelle Vague" to an animation feature.

"Couture" is its latest collaboration with French producer Charles Gillibert, who initially contacted the house when making "Clouds of Sils Maria" in 2014, setting the stage for Chanel's first foray into production. Since then, they have worked together on films including "Personal Shopper," "Annette" and "Mustang."

He relies on the house to support independent filmmakers who sometimes struggle to find financing in a landscape increasingly dominated by streaming platforms like Netflix, as attendance at movie theaters dwindles.

"When you work with an auteur, you need a fashion house that truly respects that vision in their support for the project, and that's not easy to come by. That's why I have such a close relationship with Chanel: I feel they genuinely respect the artist's work," he said.

Winocour hopes the film will give audiences a glimpse of the shadow workers whose hard work and sacrifices power the luxury industry. "For me, it had to be something completely different from a commercial," she said.

WWD × EN × BEAUTYINC Women in Power



WOMEN *in* POWER

The fifth annual Women in Power list – compiled by WWD, Footwear News and Beauty Inc – celebrates exceptional female leaders across fashion, beauty and retail. Though their paths differ, each honoree shares defining strengths: a clear sense of self, conviction in their choices and the belief that true success comes from empowering others.

WOMEN in POWER 2025

From founders and CEOs to creatives shaping their industries, see who made this year's Women in Power list.

Tracy Anderson



Tracy Anderson

CEO, FOUNDER AND CREATOR OF THE TRACY ANDERSON METHOD

With cult-followed workout classes, sustainable and luxurious equipment, chic activewear and high-profile clients like Gwyneth Paltrow, Jennifer Lopez and Kate Hudson, Tracy Anderson is one of the most powerful figures in boutique fitness.

"Power is the quiet resilience that transforms obstacles into artistry, the devotion to live the questions rather than grasp for answers, and the courage to grow into the fullness of your humanity," she said. "It is reaching wide enough to embrace all people and the living world that sustains them, moving with a love so expansive it becomes both an offering and a responsibility."

For Anderson, who's been in the industry for over 25 years, her success has been driven by the bespoke Tracy Anderson Method. Over the course of five years, Anderson studied how 150 women responded to certain exercises, which would ultimately inform the choreography-based method she uses today that changes weekly. Anderson's leadership style has been rooted in jumping into the unknown.

"Leadership begins in the unseen, rooted in moral imagination that reaches beyond the horizon of what can be

counted, into the unknown territory of what can be created for the good of all. It's the courage to know that you can't change a culture before it is ready, but you know you have to try and transform its weaknesses," she said. "It measures progress not simply in metrics, but in the quiet expansion of awareness, compassion and the collective feeling of knowing you're participating in life-giving results."

She added: "Being a woman has taught me that power is not about control, but about creation. The ability to bring something into being that did not exist before. It is the same force that shapes life itself: patient, intuitive, and fiercely protective of what is sacred. One of society's fatal flaws has been not honoring this in equity." — *Emily Burns*

Victoria Beckham

FOUNDER AND CREATIVE DIRECTOR OF HER EPONYMOUS COMPANY

A fashion and makeup devotee — and a marketeer to her core — Victoria Beckham has never been afraid of hard work and can sometimes be spotted organizing her beauty counter display at Selfridges — and mingling with customers who follow her every move on Instagram.



Victoria Beckham



Sarah Benady

also means setting the tone by showing up every day, being passionate, and staying accountable. But ultimately, it's all about having respect for my teams."

Being a woman, she added, "has taught me that strength and softness aren't opposites — in fact, they can, and should, coexist. I've found power in doing things my way: collaborative, instinctive, and unapologetically ambitious."

— *Samantha Conti*

Sarah Benady

CEO, JACQUEMUS

As the new chief executive officer of Jacquemus, one of the biggest breakout fashion brands of the last decade, Sarah Benady has a to-do list that probably would not fit inside one of the brand's pint-sized Chiquito handbags. The French firm, fronted by designer Simon Porte Jacquemus, is on the cusp of an international retail expansion, and set to finally enter the beauty category with French giant L'Oréal as its long-term licensee — and new minority investor.

"Someone with a business mind, but also a product lover," is how Jacquemus described his new partner in the business in a WWD interview earlier this year. "We had the same feeling and the same ambition for the brand, for where we want to go... It's about finding the right balance of development and protecting the brand."

Freestanding boutiques in Los Angeles and Miami are among Benady's headline projects in the near future, along with doubling down on products.

The executive made her public debut at the spring 2026 Jacquemus show last June, titled *Le Paysan* and paraded in the vast Orangerie building at the Palace of Versailles. The designer debuted a new top-handle handbag, *Le Valerie*, named after his late mother, and pastoral variations on espadrilles.

A rising star in the industry, Benady joined Jacquemus after nearly four years at the helm of Celine's North American operations. Before that, she logged four years as North American president of French fashion chain *Ba&sh*. A graduate of French business school HEC, Benady started her career as a project manager at French department store *Printemps*, and she spent six years at French fashion chain *The Kooples*, first as international director and then president. — *Miles Socha* ▶



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Elsa Berry

Elsa Berry

MANAGING DIRECTOR,
VENDÔME GLOBAL PARTNERS

Elsa Berry has been a mover and shaker at investment banks large and small for decades and now works at her own firm as managing director of Vendôme Global Partners.

Working at the center of so many mergers and acquisitions has given her a close-up look at how fashion executives exercise power to build value.

"Power is the ability to drive meaningful change and achieve tangible outcomes," Berry said. "It starts with a clear vision and is sustained by the courage, resilience, drive and discipline to execute that vision often against significant odds. Being powerful implies converting insight into action and inspiring others to pursue a common goal."

But having power is just part of the corporate equation. "Leadership is the necessary complement to power," she said. "It is about articulating a clear goal and aligning people around it and then enabling them to contribute their best thinking and talents to achieve it. Effective leadership balances listening with decisiveness, and empowerment with accountability."

Berry's approach is informed very much by her own experiences coming up in the rough and tumble of investment banking.

"Being a woman has shaped my leadership through agility, emotional intelligence and resilience," she said. "I have led complex transactions and teams across borders, often as the only woman in the room, especially early in my career or when working on international transactions. I have never, however, tried to emulate them."

"Instead, I have leaned into the qualities that I believe women bring to leadership: the ability to read situations, listen deeply, negotiate with nuance, and lead with both strength and empathy. I know how to listen and 'feel' a situation which allows me to combine a softer, nurturing side with boldness, force and drive. I also know how to be humble – when justified or needed – and to adjust to mistakes and then rebound." – *Evan Clark*



Hali Borenstein

commitments, including climate-positive by 2025 and a new commitment to be fully circular by 2030.

Borenstein joined Reformation in 2014 as director of merchandising, armed with an undergraduate degree from Duke University and an MBA from Stanford Graduate School of Business. She was named president in December 2017 and CEO in June 2020.

Asked about her philosophy and values when it comes to leadership, she said, "At the simplest level, my job as CEO is to establish a clear vision, surround myself with smart people, and give those people the space and support they need to do great work."

"A lot of people confuse strong leadership with having all the right answers. But it's much more important to focus on listening and asking the right questions. Directness, follow-through and integrity are qualities I value most in myself and others – say what you mean, do what you say. A consistent culture of curiosity, accountability and honesty helps create a safe space for people to take risks, grow and learn."

She said that she's always viewed being a woman as a strength as opposed to something she needed to overcome or explain. "Whether I'm the only woman in the room or one of many, it's given me a different perspective and ability to connect with people. I don't lead like a 'female leader,' I just lead like myself. And so far that has been more than enough." – *Lisa Lockwood*

Cathrin Bowtell

CEO, SEED

Cathrin Bowtell held a number of roles at microbial sciences company Seed before being recently appointed chief executive officer. Previously she was the chief commercial officer and president where, alongside Seed cofounders Ara Katz and Raja Dhir, she has been building the company's strategy.

To date, Seed has become synonymous with the microbiome, particularly with its bestselling DS-01. Once direct-to-consumer, the brand recently became more widely available through retailers like Sprouts, Target and Amazon. At the time of the



Cathrin Bowtell



Bobbi Brown

Bobbi Brown

FOUNDER, JONES ROAD

Bobbi Brown is no stranger to all things tiny but mighty.

Having founded her namesake brand as a working makeup artist, and subsequently selling it to the Estée Lauder Cos. in 1995, the entrepreneur's career has since taken her to write books, found a hotel in Montclair, N.J., and most recently, take another stab at indie beauty with the launch of Jones Road five years ago.

"Confidence is powerful, and I've developed it and earned it over time. I also find power in simply knowing that whatever is thrown my way, I can do it," Brown said. "I may not know how to do something, but there's great strength in knowing that you are resourceful enough to just do the work and figure it out."

That bleeds into her leadership style. Currently, at Jones Road, she's named her son Cody Plofker the brand's chief executive officer, and Chrissy DeVries its chief operating officer. A proper C-suite was in order for the brand, which was said to surpass \$160 million in revenue in 2024.

"I believe a big part of leadership is in the actions you take versus what you say. Lead by example. Encourage creativity. Show what it means to be tenacious and dedicated," Brown said of how she manages her burgeoning team. "If you model that, it makes everyone around you believe that nothing is impossible. I also think leadership is having the courage to admit when you don't understand something. It creates a culture of curiosity in your team."

Brown acknowledged that female founders have a different set of headwinds but doesn't find herself confined to that archetype. "I typically don't label myself a female founder – I'm a founder and entrepreneur who happens to be a woman," she said, positing that it comes with advantages, too. "For example, we are simply better multitaskers, and we tend to be more empathetic to the people around us. Being nice is never a weakness. Kindness is part of the secret sauce." – *James Manso* ▶

Hali Borenstein

CEO, REFORMATION

Under the leadership of Hali Borenstein, the company has grown to more than 1,000 team members, over 50 retail locations and its international business has more than tripled. She has also overseen significant category expansion and product innovation during her tenure, adding shoes, bags, athleisure and a robust separates business. In addition, Borenstein has accelerated the brand's progress toward its sustainability

retail launch, sources close to the brand confirmed Seed had exceeded \$200 million in revenue, growing 500 percent over the last three years.

When it comes to leading, Bowtell's approach has always centered around having a strong vision and even stronger team.

"Set the vision and then create the conditions for the team to bring it to life. Leadership is equal parts strategy and enablement. Live in the future and chart a bold, ambitious roadmap toward transformational ideas, but balance that with knowing when to get out of the way," she said. "Surround yourself only with extraordinary minds: people who are deeply curious and creative, who bring complementary expertise to your own, and who share the same bias toward action, impact, and outcomes."

From school to her career, Bowtell said her success has always been driven by her ability to advocate for herself.

"I built my career in competitive meritocracies. From business school to CPG, management consulting, and eventually the C-suites of hyper-growth start-ups, I frequently had the experience of being outnumbered," she said. "That experience – of being one of the only women in the room – became a personal forcing function. It pushed me to engage disproportionately, to speak up even when I was junior, to raise my hand, challenge ideas (with facts), and advocate for perspectives that might otherwise go unheard. I advocated for my perspective, because it was very clear to me that no one else in the room would or could." – *Emily Burns*

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Sarah Burton



Caroline Brown

GLOBAL BRAND PRESIDENT,
THE NORTH FACE

Caroline Brown has both the business and fashion chops to run a big international brand like The North Face.

Before joining the VF Corp. division, Brown was a managing director at Closed Loop Partners, a New York-based investment firm and innovation center that searches for sustainable solutions within the apparel sector. Before that, she was CEO of Donna Karan International and DKNY, at that time divisions of LVMH, as well as president of Carolina Herrera and U.S. CEO for Akris.

Her journey at VF started on the board where she served as a director before being tapped to take on the role of global brand president of The North Face in June of 2024. VF chief Bracken Darrell cited Brown's "intense focus on brand building, product design, consumer insight and innovation" when handing her the reins.

Her role puts her into a position of power, a word that she believes can be "polarizing in the context of leadership — leadership is definitely not about control. It's much more about setting teams up for success and then being comfortable letting go, especially when operating a global business in today's fast-paced world. I often feel that the most powerful person in the room is the one with humility, self-awareness and genuine appreciation for the work of those around them. Powerful people have the confidence to listen, to pivot and learn from mistakes and to have a growth mindset, knowing there is always more to learn."

Brown said she's often asked how being a woman has impacted her leadership style. She laughs that off, saying she hopes that



her success can empower others. "I know there is a dialogue about women not helping other women grow in their careers, but I have not found this to be true in my own experience. It would be great to see more women in leadership roles across all industries. [That] will inspire more young women to become leaders themselves. We need to do better there." — Jean E. Palmieri

Laura Burdese

DEPUTY CEO, BULGARI

"I believe leadership is fundamentally people-centered: it starts with listening, igniting passion, and empowering teams to thrive. True excellence emerges when talent meets purpose, fueled by a shared commitment to meaningful goals," explained Laura Burdese on her philosophy when it comes to leadership.

A bubbly personality and sparkling energy coupled with sharp business acumen define Burdese, who makes a case that there are too few women executives sitting at the top of international luxury companies. She was promoted to her current post — a newly created position at the LVMH-owned brand where she oversees the jewelry, watches, perfumes and leather goods business — after playing a key role in Bulgari's elevation strategy since her arrival in 2022 as vice president of marketing and communication.

She joined LVMH in 2016 as president and CEO of Acqua di Parma, where she proved her skills by revisiting the brand equity to make it attractive for the modern consumer and revamped the appeal of its products across all touch points.

Previously, Burdese held various leadership roles in Swatch Group — most recently as president and CEO of Calvin Klein Watch and Jewelry Co. Ltd. — Beiersdorf and L'Oréal.

Burdese makes a case that there are too few women executives sitting at the top of international luxury companies and that women bring a unique depth of perspective that is essential to leading with purpose. "Power doesn't need to be loud to be felt. There is profound strength in listening, in making space for others, and in leading

not with ego but with clarity, intention and care. When we create space for mutual encouragement and shared growth, something truly generative happens — for individuals, for teams, and for the culture we're part of." — Sandra Salibian

Sarah Burton

CREATIVE DIRECTOR, GIVENCHY

As one of fashion's most meticulous, hands-on designers, Sarah Burton's most important accessories are probably the scissors she keeps in her back pocket, and the straight pins forever sheltered in her sweater. The British designer was named Givenchy's creative director last year, becoming the French house's eighth designer, and its second female couturier. She nailed her debut with an exhilarating display of dramatic hourglass coats and jackets, geometric baby dolls and austere gowns whereby a triangle or square of leather descends from the throat. "The clothes were superb, peerlessly realized and immediately desirable; sometimes young and zesty, but most often the pinnacle of adult sophistication," WWD opined at the time.

A fastidious fashion technician prized for dramatic tailoring and intricate, yet empowering dresses, Burton learned how to cut, spin narratives and stoke desire at the elbow of fashion great Lee Alexander McQueen. Born in Macclesfield, England, and educated in Manchester, Burton studied print fashion at the Central Saint Martins College of Art and Design in London in the late 1990s, and landed at McQueen after one of her instructors, Simon Ungless, introduced her to the incendiary designer in 1996. She became his design assistant, was promoted in 2000 to head of womenswear and became creative director of the house following his suicide in 2010, adding a feminine hand to McQueen's hard-edged aesthetic.

A reserved woman who prefers to toil in the workrooms rather than seek attention for herself, Burton has long been viewed as a bona fide couturier in the vein of Hubert de Givenchy, experimenting with cuts, volumes and draping to invent new shapes and attitudes.

So far, she's put women at the center of her Givenchy, believing that womanhood means appreciating "the value of trusting your instincts of collaboration, of listening and of empathy."



Christine Chang

"For me, good leadership means keeping a clear focus on the big picture, while building a work culture of respect and collaboration where creativity and excellence will flourish," she added. — Miles Socha

Christine Chang

COFOUNDER AND CO-CEO, GLOW RECIPE

Glow Recipe has built its name and a business — clocking \$300 million in retail sales in 2023 — off of clinically backed formulas bolstered by food ingredients. But for Christine Chang, the secret sauce isn't just in product efficacy or buzz, it's in people.

"I've seen many brilliant, talented women hold back because they felt they weren't fully ready or 'qualified' yet," Chang said. "My own experience taught me that leadership is not about showing up perfect, it's about showing up willing. Willing to learn, to try, to fail and to try again. I want to normalize that growth happening out in the open."

Chang previously worked with Sarah Lee, Glow Recipe's cofounder and co-CEO, at L'Oréal. The brand debuted in 2014 and has expanded perennially viral bestsellers into major pillars of its business: case in point, Watermelon Glow now spans toners, treatments and makeup hybrids. More nascent categories, like the brand's new bingsoo-inspired Glass Balm, mark deepening territory in both tinted skin care and lip balms.

"I believe real power lives in consistent momentum, the kind that turns from turning an idea that once felt impossible into something that touches lives far beyond your own," Chang said. "It's not about being the loudest in the room, but about moving with clarity and conviction towards a vision you believe in, even when the path isn't certain."

That drives the brand's resonance with its devotees. Glass Balm, for example, not only pays homage to Chang and Lee's Korean heritage but broadened the brand's global appeal and offered a clinically backed formula in tandem with community connectivity.

"What stays with me most are the moments when that energy connects to others: when a teammate takes a bold step because they feel supported, when our community feels seen through what we create, or when we get to stand beside nonprofit partners doing extraordinary, values-driven work," Chang said. "Watching that spark spread, that shared sense of courage and possibility, feels more powerful than any individual milestone ever could." — James Manso ▶

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Hannah Colman

Hannah Colman

CEO, JIMMY CHOO

With two women at the helm – Hannah Colman and Sandra Choi, cofounder and creative director – Jimmy Choo is the embodiment of female empowerment. The pair have worked together for decades, and well before current owners Capri Holdings purchased the brand in 2017.

Colman joined Jimmy Choo in 1996, and was one of the company's first employees, serving as store manager of the first Jimmy Choo boutique on Motcomb Street in London's Belgravia neighborhood.

She was appointed CEO in 2020, taking up the role vacated by Pierre Denis earlier that year, and reports to John D. Idol, chairman and CEO of Jimmy Choo's parent company Capri Holdings.

Before taking the top job, she served as president EMEA and global e-commerce and worked as interim CEO immediately after Denis' departure.

Under Capri's ownership, Colman and Choi have worked closely to build momentum at Jimmy Choo, dressing celebrities on- and off-screen; adding variety to the footwear mix, and building up the handbag category, which now accounts for a large part of sales.

Colman said she's proud to be part of a generation of women "who are redefining what leadership looks like, who understand that the true power lies in lifting others, and that there is space for kindness and vulnerability. At Jimmy Choo I have been lucky to work with many inspiring women over the past 28 years including Sandra. It's a partnership."

To her, leadership is about listening. "Jimmy Choo was built by people, by our teams, our clients, and our partners. Giving clear direction and empowering teams to succeed is key. I believe in collaboration, nurturing talent and creating a culture where everyone has a voice."

Power, she added, comes from integrity "and the ability to inspire and lift others while staying true to your values, while the power of collaboration drives success and change. Finally, there is the power of trust, trusting your team to execute the brand vision," she said. – *Samantha Conti*



Carolina Cucinelli



Gaëlle Drevet



Amber English

Carolina Cucinelli

VICE PRESIDENT AND CO-CREATIVE DIRECTOR, BRUNELLO CUCINELLI

Appointed vice president of the Brunello Cucinelli company in 2024, Carolina Cucinelli is also co-creative director with her father, the founder of the namesake company, and a member of the board.

In March 2024, she was granted powers in the areas of product, image and communication, and is key in nurturing relations with artisans and collaborators.

Born in Perugia on Feb. 23, 1991, Cucinelli is the second-born daughter of Federica and Brunello Cucinelli.

After graduating from high school with an artistic diploma in Fashion and Costume, in 2010 she joined the family enterprise. She initially worked as an assistant in the women's style office and then took on the role of head of the accessories division department.

She later made a fundamental contribution to the realization of the digital project, "Artigiani umanisti del web [humanistic artisans of the web]" resulting in the online boutique and the redesigned company website.

Cucinelli supervises the company's image and communication, especially through social platforms, and has greatly contributed to reach out to the younger generations.

She has also gradually become interested

in the company's business strategy in the commercial sphere and its development, both wholesale and retail, developing eyewear and fragrances with, respectively Oliver Peoples, Luxottica and Euroitalia.

She has been key in building and strengthening the relations with the Cucinelli community, including Hollywood A-listers and celebrities from Oprah Winfrey and Sharon Stone to Kevin Costner and Patrick Dempsey, to name a few.

With her sister Camilla, she has been actively promoting social and cultural activities in the Solomeo hamlet, home of the brand, hosting performance at the Cucinelli Theater and organizing open-air cinema in the summer at the Foro delle Arti in Solomeo. – *Luisa Zargani*

Gaëlle Drevet

FOUNDER OF THE FRANKIE SHOP

Founder of the OG Instagram-favorite brand The Frankie Shop, Gaëlle Drevet knows a thing or two about embracing social media and being open to new ideas.

"Innovation and adaptability are key to navigating a rapidly changing world. You also need grit and courage to take risks, make bold moves, and step out of your comfort zone, but more importantly, all these attributes become easier if you have

a passion for what you do; it will inspire and fuel energy for you and your team, and it should motivate others to achieve great things."

A French native who began her career as a journalist in New York and London, Drevet hopped onto the fashion scene in 2015 with a multibrand store in the Lower East Side carrying a highly edited mix of emerging and established brands that melded French insouciance with New York City edge. She later founded her own clothing brand under the same name in 2016 and quickly established a loyal following of editors and influencers who relied on The Frankie Shop for their seasonal boxy blazers, menswear trousers and oversized trenchcoats.

In 2022, Drevet launched men's and unisex, and held pop-ups in Los Angeles and Abu Dhabi, expanding her reach globally. In addition to its retail stores in Paris and New York, Drevet plans for a store in London next year. – *Kathy G. Lee*

Amber English

PRESIDENT, DIGITAL & ONLINE, THE AMERICAS, THE ESTÉE LAUDER COS.

Amber English oversees the continued acceleration of the Estée Lauder Cos.

digital-first transformation and omnichannel capabilities for North America.

Most recently, she played an instrumental role in leading its brand launches in the U.S. Amazon Premium Beauty store. So far, the move to Amazon is proving successful with Clinique, Bumble and bumble, and Too Faced among the brands now on the platform.

In particular, her knowledge of Amazon is key, having spent 14 years there. During her time at Amazon, she served in various roles with increasing responsibility across Amazon Fashion, Beauty, and Consumables. Prior to Amazon, she worked at Macy's and Gap Inc. in merchandising roles.

"I see leadership as a responsibility, not a title. It starts with listening – really listening – and staying curious. I ask questions, even when I think I know the answer, and I surround myself with people who are smarter than me and who aren't afraid to challenge the status quo. I value honesty over comfort. I believe in building tables, not guarding doors, and showing up with clarity, humility and heart," she said.

For English, being a woman has taught her to trust her instincts. "There's a kind of knowing we carry that doesn't always show up in the data, but it's just as real. I've learned to lead in spaces where I wasn't always expected, and to do it in my own way – with clarity, adaptability, and a strong sense of self." – *Kathryn Hopkins* ▶

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Emily Essner



Emily Essner

PRESIDENT AND CHIEF COMMERCIAL OFFICER, SAKS GLOBAL

"I believe power lies in conviction – having a distinct point of view and the confidence to stand by it, even when it challenges popular opinion," said Emily Essner, president and chief commercial officer of Saks Global.

For Essner, it's been a steady, 14-year rise up the retail corporate ladder. She joined Saks Fifth Avenue as director of corporate strategy in 2011, rose to VP of corporate strategy three years later, worked for Hudson's Bay for a while before returning to Saks in marketing roles and attaining the title of chief marketing officer in 2020.

Last December, when Saks purchased the Neiman Marcus Group, Essner was promoted to her current role as president and chief commercial officer of Saks Global. It's a huge assignment in which she oversees the merchandising, marketing, commercial analytics and e-commerce for Saks and Neiman Marcus stores and websites. In June, Essner's role got even bigger, when store experience became part of the Saks Global commercial organization, which she leads.

Before entering the male-dominated retail world, Essner was a senior associate at McKinsey & Co. "I attended a women's college which gave me the unique experience of being in an environment where gender wasn't a defining factor," Essner told WWD. "Because of this, I don't often frame my leadership mentality through the lens of being a woman, but I am aware of the realities of sometimes being one of the few women in the room. I believe that people, myself included, are complex and our perspectives are shaped by a multitude of identities and experiences. It's this complexity that informs how we build trust and foster collaboration to drive meaningful results."

Essner, who reports to Marc Metrick, CEO of Saks Global, is in a crucial role requiring strong leadership and working doubly hard in light of the challenges Saks Global faces as it navigates a luxury market that has turned soft. "Leadership is about vision, connection and fostering a shared purpose among your team," she said. "It's a leader's responsibility to help their teams understand where they are going and how their individual contributions ladder up to a shared goal." – David Moin

Tina Fair



Tina Fair

PRESIDENT, L'ORÉAL NORTH AMERICA CONSUMER PRODUCTS DIVISION

Though she was appointed president of L'Oréal's North America consumer products division in 2023, Tina Fair has been driving growth at the company for far longer than that.

Through her 17-year tenure at the company – which ranks as the world's largest beauty manufacturer – Fair has held senior marketing and leadership roles at Garnier, Maybelline New York and SkinCeuticals before taking up her current post overseeing the conglomerate's consumer products division.

Her remit is one that requires not just range, but agility and empathy.

"My approach to leadership is grounded in collaboration, curiosity and courage," said Fair. "I invite diverse perspectives, leave space for experimentation and stay anchored in our core mission. This mindset is especially important in today's ever-changing environment; things don't always go as planned, so it's essential to stay open to feedback and to continuously learn."

Importantly, she said, this approach acknowledges "strength in empathy, power in collaboration and value in creating space for others to lead."

Danielle Frankel Hirsch



moving forward. It is important to consider other people's point of view as part of the process, without letting outside perspective delay important decision making."

Her designs evoke the high fashion sensibility of runway collections and became a go-to for style insiders and celebrities alike, including Julia Garner, Alex Cooper, Naomi Biden, Alexandra Daddario, Zoe Kravitz and more. She became the first bridal designer to garner accolades from the Council of Fashion Designers of America in 2019 and expanded her New York City-based business with additional, artisanal ready-to-wear, a new footwear category and opened the doors to her first boutique in Los Angeles in 2025. With each collection, Frankel Hirsch continues to expand what it means to be a modern bride and groom through the power of thoughtful fashion.

"I love being a woman, embracing all the obstacles that face us such as balancing motherhood with owning a business. As a creative, I thrive on the challenge of navigating a path that isn't immediately obvious. Femininity and strength are often perceived as needing to be mutually exclusive, but it's our job as leading women to display the overlaps in the two," she said. – Emily Mercer

Jenny Freshwater



Jenny Freshwater

VICE PRESIDENT OF AMAZON FASHION & FITNESS

Since Nov. 2023, Jenny Freshwater has been leading the juggernaut's expansive portfolio across apparel, shoes, jewelry, sports and outdoors, and Luxury Stores, as well as overseeing subsidiaries Shopbop and Zappos. Earlier, as Amazon's vice president of traffic and marketing technology, she drove major retail moments including Prime Day, Black Friday and Cyber Monday.

"To me true power doesn't come from control – it comes from the ability

to inspire, influence, and unite people around a clear and compelling vision. In my role at Amazon, I strive to lead with integrity, listen with intention, and elevate others so that a broad range of diverse voices are heard and valued," she said.

She said she believes great leadership starts with building a culture where diverse perspectives aren't just welcomed – they're expected. "I'm committed to fostering an environment where

innovation can thrive and everyone has a seat at the table. To me, strong leadership means asking thoughtful questions, showing up with consistency, and leading with empathy, accountability and a bias for action. People do their best work when they feel seen, supported, challenged and empowered to grow."

As for how being a woman shaped her view on power and leadership, Freshwater said, "Over the past 15 years at Amazon, I've embraced a range of roles – constantly seeking out new challenges and advocating for growth opportunities. That journey has deepened my appreciation for the importance of representation and the need to redefine leadership in more inclusive and authentic ways. I lead with the conviction that bringing your whole self to the table is a strength, not a liability – and I'm committed to creating space for others to do the same." – Lisa Lockwood ▶

"Power, to me, is the ability to create a positive impact that leaves people and systems better than you found them – when you lead this way, you don't just build a successful business, you create a culture where people are inspired and motivated to bring their best. That's how you unlock bold ideas and achieve results that are sustainable and meaningful," Fair said. – Noor Lobad

Danielle Frankel Hirsch

FOUNDER AND CREATIVE DIRECTOR, DANIELLE FRANKEL

Danielle Frankel Hirsch is one of the leading names in modern bridal fashion. Since founding her namesake label in 2017, she has established her brand with modern and avant-garde wedding designs with intriguing fabric innovation and unexpected details.

Frankel Hirsch said she believes "an individual point of view that is communicated with persuasion, while maintaining kindness and authenticity," is powerful and that "strong leadership requires the ability to make decisions quickly, adapt as needed, and continue

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Noella Gabriel



Silvia Galfo



Mary Carmen Gasco-Buisson



Olympia Gayot



Coco Gauff

Coco Gauff

PROFESSIONAL TENNIS PLAYER

All eyes are on 21-year-old Coco Gauff, and for good reason. The American tennis phenomenon, who won the French Open in June, has been building her prowess on court and raising her voice about critical issues impacting Gen Z.

“At the end of the day, it comes down to the youth and the community being outspoken,” Gauff said during a press conference at the Italian Open in 2024. “So I encourage everyone to vote and use your voice regardless of who you vote for. There’s no point in complaining [about] the political climate of the world if you don’t exercise your right to vote.”

When it comes to fashion, Gauff is constantly upping her game, most notably through her partnership with New Balance. The athletic brand signed Gauff back in 2018, and since then, she’s become one of the most important athletes on its brand roster.

As the face of the New Balance x Miu Miu collaboration, Gauff has generated attention, both on and off court. For three of her tournaments this summer, the athlete paired pieces from the apparel collection, with a cobranded iteration of her CG2 signature sneaker. —Katie Abel

Mary Carmen Gasco-Buisson

CEO, UNILEVER PRESTIGE

It’s not every day that science brains take up management positions at FMCG giants, which means that Mary Carmen Gasco-Buisson, who rejoined Unilever last year as head of its high-profile prestige division, is a rarity.

The enthusiastic, high-energy executive has a degree in chemical engineering from Cornell University, and more than two decades of experience working in beauty, prestige and premium markets including at Unilever, earlier in her career, Procter & Gamble, and the jeweler Pandora.

She’ll need to press that marketing, management – and mathematical – experience into action as Unilever puts an even bigger spotlight on its beauty and wellness brands.

During the company’s first-half results in July, Unilever’s new CEO Fernando Fernandez said the company’s priorities are “more beauty, well-being and personal care,” and a sharper focus on premium segments.

Gasco-Buisson said her leadership philosophy is to lead “with both head and heart,” focusing on results while nurturing personal growth.

“I value authenticity, courage, ambition, hard work, respect, and being of service. I believe performance and culture go hand in hand: empowered teams create lasting impact. There’s nothing more rewarding than seeing someone reach their full potential. This enduring impact on performance and people is the legacy I strive for. The best results come from empowered people, not at their expense. When performance and humanity go hand-in-hand, leadership creates meaningful, lasting value,” she said.

She believes that power “is the ability to drive change and unlock potential in ideas, businesses, and people. Real power isn’t about control or titles; it’s about leading with authenticity, clarity, and positive intent, inspiring others to follow. I believe in power that listens, learns continuously, and builds win-win situations. It’s not about being the loudest voice but unlocking the most potential.” —Samantha Conti

Silvia Galfo

PRESIDENT OF L’ORÉAL LUXE, NORTH AMERICA

Silvia Galfo describes herself as a “glass-half-full” kind of leader.

And as president of L’Oréal’s Luxe division, which includes several of designer beauty’s most prominent brands from Prada to Valentino Beauty to Miu Miu, she indeed has much to feel optimistic about.

“I firmly believe in pushing through challenges – there is always a solution to any problem,” said Galfo, who took up her current post after more than two decades at L’Oréal, which included stints as the Luxe division’s chief growth officer; general manager of Armani Beauty and senior vice president of marketing at Lancôme.

“My leadership philosophy is built on entrepreneurship, innovation, passion and excellence,” Galfo said. “It’s about constantly questioning the status quo and daring to imagine what’s next.”

As part of this ethos, said the executive, it’s essential to “foster a culture of ‘test and learn’ – where failing is not just accepted, but seen as an integral part of the learning curve, because every experience is a valuable opportunity for growth.”

This focus on innovation and creativity has been key to success – in both brand and leadership – amid an increasingly unpredictable market and economic backdrop.

“True effectiveness comes not from conforming to a singular mold, but from harnessing one’s authentic self,” Galfo said. “This conviction has empowered me to look beyond conventional ideas of what a leader or a female leader ‘should be,’ instead focusing on my unique strengths and integrating them into an approach that genuinely reflects who I am.” —Noor Lobad

Noella Gabriel

GLOBAL PRESIDENT AND COFOUNDER, ELEMIS

Noella Gabriel may be an aromatherapist and beauty therapist by training, but she always had a knack for retail. This first came apparent when she opened a health food store in her native Ireland at the tender age of 20.

Later, she teamed with Sean Harrington, Linda Steiner, and Oriele Frank to launch Elemis spa and retail onboard cruise ships in 1994.

The group went public through an IPO as Steiner Leisure Ltd. in 1996 and eventually went private almost 20 years later when L. Catterton acquired Steiner Leisure for about \$925 million in 2015. Four years later it changed hands again when L’Occitane International SA bought the British premium skin care and wellness brand for \$900 million.

Since then, the brand has been focused on expanding the business internationally, launching in Sephora U.S.

“It takes the courage to leave your comfort zone and trust your intuition. Leadership is about enabling others, embracing change, and staying flexible in a world that never stands still,” she said of her philosophy and values when it comes to leadership.

On how being a woman has shaped her view on power and leadership, she added: “Being a woman has shown me that leadership isn’t about being the loudest, it’s about nurturing others, speaking truth with empathy, and trusting your intuition. Power lies in flexibility, authenticity, and realizing that enabling people often makes the most impact.” —Kathryn Hopkins

Olympia Gayot

CREATIVE DIRECTOR WOMEN’S & KID’S, J. CREW

Olympia Gayot, the creative director of J.Crew since late 2020, has been instrumental in the resurgence of J.Crew. Gayot first worked at the brand from 2010 to 2017 as a women’s design director under the former executive creative director and brand president Jenna Lyons. But she’s been taking J.Crew on a different style journey, bringing a strong feminine touch, designs and colors inspired by nature, and creating clothes that feel comfortable. She wants women to feel beautiful, creative and confident.

“I’ve been lucky to have many strong, inspiring women as role models throughout my life, from my mother, to teachers, to my current CEO at J.Crew, and my incredible network of female friends who are running their own companies,” Gayot said. “These women lead with such grace and integrity. They’re a constant reminder of the incredible value women bring, and it’s a privilege to witness their leadership and learn from them.”

An avid Instagrammer, Gayot’s personal style seems elegant and relaxed. She is skilled in fashion design, fashion illustration, print design, textile development and store design. She has a bachelor of fine arts degree from the School of Visual Arts in New York City.

Gayot has been a willing collaborator with designers and others on capsule collections such as with Christopher John Rogers and Maryam Nassir Zadeh. For J.Crew’s SoHo flagship, opened a year ago, Gayot collaborated with Rex Lalire of LMA Architecture, creative and furniture adviser Michael Bargo and her father, David Bermann, who works in wood finishings, on a custom wood stain with a wax coating, made to stand the test of time. ▶

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Gayot has been a key player in restoring a level of quality to the collection and developing a fresh look to the brand, a balance that's cool and modern while sustaining the heritage and classic American appeal. What it all boils down to is restoring the public's trust in the brand and renewing its distinctive appeal, which has apparently been accomplished.

"Being a leader means inspiring your team and making them excited to come to work each day and feel positive, motivated and proud of what they do," Gayot said. "Someone who empowers and elevates the people around them and is kind, grounded and humble, but also confident and in control and doesn't take anything for granted and leads with both heart and clarity. It's also about making sure everyone stays energized and engaged and can continue to grow. In this industry, you have to stay open to change – you can't afford to get stuck in your ways. Thinking outside the box isn't just encouraged, it's essential to how we evolve and stay relevant." – David Moin

Nancy Green

CEO, BEYOND YOGA

Nancy Green, who helped build up Athleta at Gap Inc. and is now pushing Beyond Yoga up the growth curve as CEO, knows where her power comes from – and knows that exercising that power is also not something that exists in a vacuum.

"Powerful is knowing who you are and drawing strength from within, not from titles or external validation," Green said. "It's the confidence that you can make an impact. To be powerful is to inspire others and to catalyze people toward an idea. It's quiet sometimes but always intentional."

Her take on leadership is centered very much on the people she leads.

"I believe in surrounding myself with talented individuals who care as much about the team as they do about the work," she said. "As a leader, you need to take care of your team, partner with them, listen, challenge them, mentor and champion their ideas and impact. Staying curious and adaptable helps you stay close to what's relevant, connect the dots and uncover white space opportunities."

It's a work philosophy that is very much informed by Green's home life.

"Becoming a mother many years ago was a profound moment in my career," she said. "I was encouraged by two very impactful female mentors, [former Charlotte Russe CEO] Jenny Ming and [former Gap and Ann Taylor executive] Patti De Rosa, who were also mothers, to continue growing my career while raising children. At the time, I didn't think I could do both successfully. I couldn't yet see that potential in myself but they did."

"I took their advice, and through that experience, I learned one of the most important things you can do as a leader: recognize the potential in others and nurture it. It's a leadership quality that requires both softness and strength."

– Evan Clark



and an on-the-go-mother juggling it all.

In addition to walking the global fashion weeks, serving as the face of luxury fashion and beauty campaigns including Havaianas, Miu Miu and Rabanne Parfums, to name a few, collaborating with the likes of Frankies Bikinis and Tommy Hilfger, and gracing magazine covers, Hadid has been hard at work on Guest in Residence since its 2022 launch.

In 2023, Hadid opened the doors to her first flagship on New York's downtown Bond Street and expanded its retail footprint in Los Angeles in 2024. Guest in Residence has also collaborated with the likes of LuisaViaRoma, Caviar Kaspia, MadHappy and Moon Boot, and expanded its offering with seasonal collections and exclusive drops.

Last year, a representative for the brand told WWD that Guest in Residence's revenue was up 100 percent from the year prior, with direct sales through stores and online accounting for half its business and wholesale consisting of the other half.

– Emily Mercer

Sheila Harrington

GLOBAL CEO OF URBAN OUTFITTERS AND FREE PEOPLE GROUPS

Sheila Harrington has a long, distinguished history with the Urban Outfitters and Free People Group.

Harrington joined Free People in 2002 to help launch its first store and was responsible for merchant and product



Rachel Kibbe



development, proving instrumental in the creation and growth of new businesses including intimates, shoes, FP Movement, Free-est and We the Free, in addition to the core assortment of the brand.

"There's nothing more powerful than talented expertise working towards a common goal," said Harrington, adding that teamwork along with creativity is extremely powerful. "Albert Einstein said, 'Creativity is intelligence having fun,' and I could not agree more."

Harrington increased the buying and planning organization of Free People and developed the visual merchandising team. She oversaw the launch of FP Movement in 2014 and launched its first stand-alone store in 2020. In 2016, she became president of Free People and then opened the first Free People store in Europe in 2017. In 2020, she was named CEO of Free People Group, and in 2021 she was given additional responsibility as global CEO of Urban Outfitters.

When it comes to leadership, Harrington said, "Being an authentic leader, leading with integrity, and building strong trusting relationships is important to me. Leadership, I believe, is ultimately about harnessing teamwork and successfully listening to both our customer and people to align on short-and-long-term goals."

– Lisa Lockwood

Rachel Kibbe

FOUNDER AND CEO OF CIRCULAR SERVICES GROUP AND AMERICAN CIRCULAR TEXTILES

Rachel Kibbe credits a childhood dirt-biking in junkyards across Shaker Heights, Ohio, for her lifelong fascination with landfills. As the founder and CEO of both the Circular Services Group, a New York-based strategic advisory firm, and American Circular Textiles, a national coalition that lobbies for sustainable textile policies, her mission is to keep clothing from ending up in them.

Kibbe is adept in the art of soft power, rallying the likes of H&M Group, ThredUp, Reformation, USAgain and Vestiaire Collective to campaign for textile resale, reuse and recycling in the halls of Capitol Hill. She helped develop the first federal textile reuse and recycling provisions through the bipartisan Americas Act, which earmarks an unprecedented \$14 billion in funding and incentives for circular innovations in apparel, footwear, accessories and home textiles. In April, American Circular Textiles released a first-of-its-kind national blueprint for effective extended producer responsibility for textiles that can bolster U.S. manufacturing and scale domestic reuse and recycling infrastructure. She continues to lean into what she calls "proactive advocacy"

by championing smarter legislation in an increasingly complex regulatory landscape.

"Power is the ability to influence systems so they work better for the future," she said. "It takes both a respect for the present and the ability to negotiate with it in order to transform. Convincing people, businesses and stakeholders that change is inevitable requires deep self-belief and the skill to bring others along."

Being a woman in leadership – and in politics – isn't easy, Kibbe admitted. At the same time, being aware of how the odds are often stacked against her gender has taught her to lead with resilience and strategy, and to recognize that because rules weren't made for women, they must create their own. Endurance, she said, is essential when you're striving for maximum progress in an uncertain environment.

"I maintain a strong vision while staying grounded and strive to surround myself with people who are smarter than, and know more than me, and create conditions for my team to perform at their best," Kibbe said. "The key, however, is an unreasonable comfort with risk and an acceptance that leadership in systems change can feel impossible. You have to ignore that feeling at all costs, because you have to also know you are right."

– Jasmin Malik Chua ▶

Gigi Hadid

MODEL AND FOUNDER AND CREATIVE DIRECTOR OF GUEST IN RESIDENCE

Gigi Hadid is one of the biggest names in modeling. She's also the founder and creative director of cozy cashmere brand Guest in Residence, a fashion tastemaker,

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Elin Kling

Elin Kling

COFOUNDER, TOTEME

Toteme has built a fruitful business and a cult following on the back of Stockholm minimalism.

Husband-and-wife Elin Kling and Karl Lindman, cofounders of the brand, have opened more than 10 stores internationally, from New York City, Hangzhou to London, where they're plotting to open a second store later this year.

Kling applies the same philosophy to her working life as she does when she's creating pieces for Toteme.

"Leading fully as yourself – with focus, honesty and grace – is a quiet kind of power," she said in an interview.

"Leadership, for me, is about setting a foundation and letting things evolve with purpose. My role is to shape the direction," she added.

Toteme has moved from strength to strength with its product offering. The brand's categories include women's ready-to-wear, shoes, bags, accessories and fine jewelry at contemporary price points.

Accessories account for 20 percent of the company's sales, and handbags are one of their fastest-growing categories.

Since November 2022, Toteme has sold about 30,000 of its T-lock bags, which range from 730 pounds for a cotton-blend canvas finished with black leather to 1,100 pounds for a version made with Palmellato leather.

The demand for Toteme can be found on Facebook, started by fans of the brand with a page called "Anonyma Toteme addicts," where women swap, source and buy pieces from the brand with other Toteme customers.

It's in cultivating a community that Kling has found power.

"Being a woman has shaped how I see power – not as something to use to limit others, but something to share. It's strengthened my belief in listening, intention, and leading with awareness," she said. – *Hikmat Mohammed*

Marina Larroude

COFOUNDER AND CHIEF CREATIVE OFFICER, LARROUDE

When Marina Larroude and her husband Ricardo launched their eponymous footwear company during the height of the COVID-19 pandemic in 2020, she already had firm ideas about how she wanted to lead as a female founder.

"I'm clear and direct about expectations,



Marina Larroude

but I also give people space to do their jobs. I believe in empowering people to take ownership. I give a lot of responsibility, and I don't believe in rigid hierarchy. To me, the best idea always wins, no matter where it comes from," said the executive, who previously held top roles at Condé Nast and Barneys New York.

Innovative thinking has been at the core of the New York-based company's vertical business model. The couple employs more than 550 people in their home country of Brazil, the majority of whom are focused on production. A small team of five leads operations back in New York.

"Over 60 percent of our employees are women. Ricardo and I both believe in lifting people up based on their growth, skill set, and ability to get things done, not what their gender is," Larroude said. "I know from my own experience that this isn't the norm everywhere."

Reflecting on the early days of her career, the founder said she tried to surround herself with women who modeled what success could look like – both professionally and at home.

"I looked up to Amy Astley at Teen Vogue. She had a strong, steady career, was married, raising children in New York, and somehow made it all work. To me, she was an example of 'how to do it,'" Larroude said. "I've never believed I had to choose between being a mother and having a career. I've always been present – for my kids and for my team. My children know how deeply I love them, and they also see how passionate I am about growing as a person and pursuing my dreams." – *Katie Abel*

Marie Leblanc

CEO, COURRÈGES

Marie Leblanc became chief executive officer of Courrèges in November 2024, following a successful tenure as CEO of Victoria Beckham, where she oversaw a full brand repositioning.

Under her leadership, the Beckham business saw strong revenue growth, returned to profitability, and transformed into a global lifestyle label, with partnerships with Mango, Breitling and Augustinus Bader, among others. She also relocated its runway shows to Paris Fashion Week, aligning the creative vision with the industry's luxury capital.

Before that, Leblanc held senior roles in design and product development at Isabel Marant, Céline and Sonia Rykiel, and later led womenswear buying at French department store chain Printemps, honing her eye for both creativity and commercial viability.

At Courrèges, she works closely with creative director Nicolas Di Felice to spearhead the next phase of growth for



Marie Leblanc



Veronica Miele Beard

the Space Age label, which is expanding its retail network as it capitalizes on its revival.

Her leadership is defined by a rare ability to balance creative integrity with operational strategy – qualities that have made her one of the most respected executives in contemporary fashion.

"Marie's unique talent lies in her ability to fully immerse herself in the creative process, ensuring it remains constantly aligned with the brand's identity, while crafting an operational strategy that supports and enhances this creative vision," said François-Henri Pinault, chairman and CEO of Kering and Artémis. – *Joelle Diderich*

Sarah Lee

COFOUNDER AND CO-CEO, GLOW RECIPE

Glow Recipe cofounder and co-chief executive officer Sarah Lee thinks the personal is professional, and her leadership style follows suit.

"My approach to leadership is grounded in authenticity, vision and empowerment. To me, authenticity means showing up as a whole person – bringing both strength and vulnerability to the table, and leading with transparency and intention," she said. "I try to understand people first, what drives them, what challenges them, and then support them with clarity, empathy and trust. At Glow Recipe, we believe that growth doesn't happen in a vacuum, it comes from collaboration, from listening deeply and from creating the kind of environment where people feel confident taking ownership."

That's turned out to not only be a kind leadership style, but a motivational one for a business with global ambitions. Glow Recipe entered Australia, the Middle East and the



Sarah Lee

U.K. in 2020, as well as debuted across Europe, Mexico and South America in the past year. On the product front, the brand has deepened its footprint in skin care and broadened laterally into makeup hybrids.

Nevertheless, Lee believes that the business's power to scale globally comes from its people.

"Power, to me, is the ability to create meaningful change while staying grounded in your values," Lee said. "It's not about authority or titles – it's about intention, influence and the way you make others feel capable and seen. Some of the most powerful moments I've experienced have come from empathy in action: listening without ego, showing up with integrity, and helping someone recognize their own potential." – *James Manso*

Veronica Miele Beard

COFOUNDER AND CO-CEO, VERONICA BEARD

Veronica Miele Beard started out in the world of finance in sales and trading at several investment banking firms on Wall Street. She also did a stint at Vogue in ad sales before becoming a partner and chief operating officer at tech hedge fund Coatue. In 2010, she and her sister-in-law, Veronica Swanson Beard, founded Veronica Beard.

In addition to its robust wholesale business, Veronica Beard has 44 freestanding stores, with three more opening in the second half of the year. International expansion is also a big focus right now. The company is launching at Selfridges in September and has a four-week residency at Galeries Lafayette starting in November. She is also the mother of five children.

Asked her philosophy and values when it comes to leadership, Miele Beard said, "Leadership starts with showing up – being present, being in it with the team. I believe in leading by example and creating a culture where everyone feels seen, heard and valued," said Miele Beard.

On the topic of what she thinks is powerful, Miele Beard said, "Power is in the connections you make with others on a deeper and more meaningful level. It's how you make others feel – creating an energy and aura of inspiration and creativity."

When asked how being a woman has shaped her view on power and leadership, Miele Beard said, "Being a woman in business is a secret weapon. We lead with resilience and emotional intelligence – because we've had to. Women often bring a unique lens to leadership, shaped by challenges we've had to overcome – and that's a real strength. I try to use that perspective to lift others up." – *Lisa Lockwood* ▶

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Amy Montagne

PRESIDENT, NIKE

The Swoosh is charging ahead with an ambitious overhaul, and Amy Montagne is central to the new plan.

The executive was named president of the flagship brand in May, a fresh challenge she is embracing after two decades at the company.

"There is a common theme across the world's most successful athletes and sport teams that has formed my philosophy: leadership is earned. It is built on trust, integrity and consistent action," Montagne said. "It's about showing up, even in uncertain times or when you're behind on the scoreboard. You have to prove that you're willing to put the work in, to lean in, to dig deep, so that the entire team can advance."

Most recently, Montagne was vice president and general manager of the global women's business, a critical category for every athletic brand. She points to Nike's impact on women's sports as a major turning point.

"When we embarked on building the women's business, it was not because the world already recognized the potential of women's sports," she said. "It was because we dared to imagine a future where women's sports and female athletes are cultural icons and inspire the next generation to dream big," said Montagne, who held previous roles at Gap Inc., Mervyn's and Walmart.

As her career has evolved, Montagne has learned to embrace vulnerability and be open about all aspects of her life. "For a long time, I tried to keep my work life and home life separate," she admitted. "But in recent years, I have seen that these things – being a mother, a wife, a daughter, a friend, a community leader, and much more – are strengths. I recognize and celebrate that every person has their own unique story and journey that goes beyond work." – *Katie Abel*



Amy Montagne

Danessa Myricks



Briane Olson



Yana Peel

Yana Peel

PRESIDENT OF ARTS, CULTURE AND HERITAGE AT CHANEL, MEMBER OF THE EXECUTIVE TEAM AND A BOARD MEMBER OF FONDATION CHANEL

A philanthropist, former CEO of the Serpentine Galleries in London, and pillar of the art world, Yana Peel joined Chanel in 2020 as the house's first global head of arts and culture.

A year later, she launched the Chanel Culture Fund, which supports artists and works with curators, museums and institutions on what she describes as "long-term, transformational" projects.

Peel was born in Saint Petersburg, Russia and later moved to Canada with her family. She attended McGill University and earned a postgraduate degree in economics at London School of Economics before starting her career at Goldman Sachs.

She is a Young Global Leader and a member of the Global Arts and Culture Council of the World Economic Forum; a Crown Fellow of the Aspen Institute; and a Fellow of the Royal Institute of British Architects. Her board commitments include Sadler's Wells Theatre and international councils for Tate, the Metropolitan Museum, and American Ballet Theatre.

She believes power is "the ability to activate people around a common goal – which turns ideas into impact. I find true strength in identifying game-changers across the arts, then deploying resources within my realm to champion them."

Peel believes that in the "dialogue between culture and commerce true power flourishes. It's in this collaborative space that we unlock new ways of thinking, solve problems creatively, and catalyze progress. It is also the zone of influence in which I thrive."

She said her sense of leadership is rooted in "collaboration, curiosity and courage," and that being a woman has set her up to face the challenges of life and work.

"Women," she said, "have perfected the pivot – adapting, responding, and thriving across different stages. I'm deeply honored to extend that knowledge as a board member of Fondation Chanel, which is dedicated to advancing opportunity, safety and dignity for women and girls worldwide – an imperative that feels more urgent than ever – and to supporting female artists, leaders, and voices through the Chanel Culture Fund." – *Samantha Conti* ▶

the capacity and strength of a woman in charge. As a woman in a position of power, I am working to change that narrative and those perceptions," she said. "I believe that power can look and feel different for everyone. The world prescribes women in power to look a particular way: on one hand, women in power are expected to be super strong and demonstrate some forceful traits, and on the other hand, some people believe women should be ultra feminine or possess a mother-like quality. There's no one way to be a woman in a leadership role. It's about leaning into your strengths and your authenticity. There is courage in being your authentic self. Being a woman has taught me to lead with heart, and never to underestimate the influence of compassion and conviction." – *Emily Burns*

Briane Olson

CEO, PACSUN

Briane Olson has been in the retail trenches nearly her entire life.

The CEO of PacSun started out working for Banana Republic as a teenager, and over the years has held posts at J.Crew, Marzotto and Abercrombie & Fitch before joining PacSun as senior design director of women's in 2007. She worked her way up to the top of the C-suite, being named CEO just over two years ago.

Since taking over the top spot, the Harvard Business School grad and mother of two has worked to create what she calls a "purpose-driven" company that

connects with its target of Gen Z and Gen Alpha customers. From collaborations with Formula 1 and the Metropolitan Museum of Art to relationships with Selena Gomez, A\$AP Rocky and Fear of God's Jerry Lorenzo, PacSun has managed to prosper while many of its teen-oriented competitors have struggled or disappeared.

Although she wields power as CEO, she looks at it more as "the ability to create momentum, to turn vision into reality, to inspire others into action, and to build something that resonates far beyond the boardroom. True power isn't about control; it's about clarity, courage and consistency. It's about staying grounded in your values while having the imagination to challenge norms and lead people to somewhere new. I also believe power is really connected to kindness. I've found that some of the most powerful leaders lead with kindness, creating space for others, acting with intention and staying rooted in purpose even when the path forward isn't clear."

As a female CEO, Olson said she's learned that power is "forged in resilience, intuition, and the ability to lead with both strength and kindness. I've learned to see power not as a hierarchy but as influence – the kind that comes from authenticity, not authority. As women, we're often expected to balance contradictions – assertive but not aggressive, visionary but pragmatic. That duality has made me a better leader. And, as the first female CEO of our organization, it's shaped how I show up: grounded in purpose, open to growth, and always focused on building our community – and the PacSun brand – to reflect the future we want to see." – *Jean E. Palmieri*

Danessa Myricks

FOUNDER AND CEO,
DANESSA MYRICKS BEAUTY

While Danessa Myricks didn't set out to become a makeup artist, she was always destined to become one. Following an early career at a magazine, Myricks pivoted and set out to make a name for herself in the cosmetics industry, which ultimately led to her viral namesake brand.

Although Myricks is among the most well-known artists and brand founders in the industry, to her, power looks like collaboration and lifting others up.

"Power, to me, is the ability to create space – space for others to feel seen, heard and valued," she said. "It's not about control, but rather about impact. When you use your platform to uplift others, challenge norms and turn possibility into reality, that's real power."

When it comes to being a leader, Myricks has also forged her own path and advises others to do the same.

"Historically, because there's a perception of how women are expected to be in leadership roles, there's doubt about

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Maria Porro

Maria Porro

PRESIDENT, SALONE DEL MOBILE, MILANO

"I see leadership as an act of listening and relationship-building. I approach work as a web of meaningful connections baked on the coherence between values and actions," said Maria Porro, Salone del Mobile.Milano's first female president. Porro has been entrusted with propelling the world's biggest high-end design trade show into the modern age during a challenging period, and exporting the fair to new global markets like Saudi Arabia.

When she's not organizing the event that attracts more than 300,000 visitors each year, Porro is also the mother of three children and the current marketing and communications director of the Brianza-based family-run furniture firm her great-grandfather Giulio started with his brother Stefano in 1925. When Salone del Mobile.Milano was founded in 1961, her grandfather Carlo Porro was among its founders.

The first female in her family to make a mark on the worldwide stage, she sees her gender as a strength, not a hindrance. "Being a woman has shaped my view of leadership as a form of care. Society often associates power with traditional strength, hierarchy, or control... Feminine power, to me, is not about competition – it's about transformation. It nurtures, includes, and builds lasting impact from the inside out," she told WWD.

In addition to global expansion, Porro has been focused on infusing the Milan fair with an unmissable "wow" factor. Porro, who studied scenography, has been linking the worlds of design with that of film like never before, forging ties with icons like Academy Award-winning director Paolo Sorrentino and late film director David Lynch.

Porro admits that taking over the fair during the COVID-19 pandemic and through a chapter of economic uncertainty has not been easy, but she remains steadfast in growing a value-driven business. – *Sofia Celeste*

Sasha Radic

MANAGING DIRECTOR, BEAUTY AND WELLNESS INVESTMENT BANKING, JEFFERIES

Sasha Radic has been making a name for herself in the beauty banking world, working on some of the hottest initial



Sasha Radic



Joon Silverstein

public offerings and deals. Notable transactions include the Nutrafol sale to Unilever, Ouai to P&G, Chantecaille to Beiersdorf and Charlotte Tilbury to Puig.

"Power is creating change that endures," she said. "I have the privilege of working with clients at defining milestones in their journey. Our work not only shapes their future but also sets precedents that move the industry forward. Embracing that perspective and carrying the weight of that responsibility is what defines power for me."

She believes leadership begins with values – acting with integrity, making decisions with clarity, and building trust through authentic relationships. "Investment banking is a team sport. Leadership is about bringing together exceptional people and harnessing their strengths to create lasting value for our clients."

On how being a woman shaped her view on power and leadership, she said it has shown her that power is not only about driving outcomes, but about redefining what leadership looks like. "It's the resilience to persevere, the ability to inspire performance, and the responsibility to ensure progress leaves the door open for others to follow." – *Kathryn Hopkins*

Lauren Santo Domingo

COFOUNDER AND CHIEF BRAND OFFICER, MODA OPERANDI; ARTISTIC DIRECTOR OF HOME, TIFFANY & CO.

Lauren Santo Domingo may be better known as cofounder and chief brand officer of Moda Operandi and artistic director, home at Tiffany & Co., but to her 500,000 plus Instagram followers



Lauren Santo Domingo



Tara Simon

and friends, she's also known for her unabashed voice, speaking her mind on current affairs, women's rights, and, naturally, on the latest fashion and industry developments.

While many corporate executives have grown more cautious about speaking on issues that could be seen as political, Santo Domingo has only amplified her voice, embodying her belief that women should lead the industry with integrity and purpose. For her, true power means "standing up for who and what you believe in."

Since cofounding the e-commerce platform in 2010, the entrepreneur has steered the company through multiple evolutions – from scaling and expanding into new categories to most recently, narrowing the investor base by moving away from private equity toward a more focused group. This ongoing process of refinement and steadfast commitment to what works has positioned the company to weather the current headwinds facing the luxury industry.

Santo Domingo serves on the board of directors for Moda Operandi and Save Venice Inc., a nonprofit devoted to preserving the arts in Venice, Italy, and supports philanthropic initiatives for The Met's Costume Institute and Paris' Musée des Arts Décoratifs. – *Kathy G. Lee*

Joon Silverstein

CHIEF MARKETING OFFICER, COACH

From the beginning of her career, Joon Silverstein has approached leadership with a people-first mindset, prioritizing

listening over telling. Now, as chief marketing officer at Coach and the founder and head of Coachtopia – a subbrand rooted in the principles of circular fashion – she is shaping the future of the industry with that same ethos.

A former consultant with the Boston Consulting Group, Silverstein quickly established herself in the fashion industry, beginning at Victoria's Secret as director of strategy and business development before advancing to associate vice president of new and emerging business. She then joined Louis Vuitton, where she served as vice president of customer experience and retail performance, later becoming VP and general manager of the Fifth Avenue flagship, and ultimately VP and country manager for Canada and Bermuda. In 2014, Silverstein brought her expertise to Coach as senior vice president of global customer experience, expanding her scope over the years across marketing, digital, sustainability, and creative – culminating in her recent promotion to CMO.

When leading, her philosophy "is grounded in purpose – aligning business performance with our responsibility to help build a better future for our communities and our planet – and this requires the courage to take imperfect steps." She explains that "the fear of getting it 'wrong' can stall progress. That's why we've worked hard to create a culture [at Coach] that values progress over perfection – where taking risks and experimenting become springboards for creativity." – *K.G.L.*

Tara Simon

PRESIDENT, THE AMERICAS, THE ESTÉE LAUDER COS.

Tara Simon is working to reinvigorate the Estée Lauder Cos.' presence in North America.

Simon's focus is on executing the company's North America brick-and-mortar channel strategy, including specialty multi, department stores and freestanding stores.

She joined the Estée Lauder Cos. in 2020 as senior vice president, global manager at Too Faced, and was promoted to global brand president, California brands, which includes oversight of Too Faced and Smashbox.

Prior to joining Lauder, she served as senior vice president of merchandising, prestige beauty at Ulta Beauty. Simon began her career at the Foley's department store in Houston where, over her 19-year tenure, she held various positions of increasing responsibility in cosmetics and fragrance.

"I set the bar high, clear the path and bring people along. I lead like I mentor: with clarity, connection and the kind of consistency you can count on. I see it as my job to eliminate obstacles so my team can focus on what they do best, and to grow and protect the individual, not just the output," she said of her leadership style.

On how being a woman has shaped her view on power and leadership, she noted: "I've never led any way but like a woman, and I wouldn't want to. I lean into all the things that make us powerful: intuition, compassion, grit and grace. I don't shy away from my femininity; I embrace it. My strength doesn't come from hiding emotion; it comes from owning it. That balance of resilience and care is a superpower." – *K.H.* ▶

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Jane Siskin



Jane Siskin

COFOUNDER AND CO-CEO, JAYA APPAREL

In a career spanning more than four decades, Jane Siskin cofounded Jaya Apparel Group, launched the brands Cinq a Sept and LaROK, and partnered with Mary-Kate and Ashley Olsen to create Elizabeth and James.

With Jalal El Basri, Jaya Apparel Group became a leader in the contemporary fashion space, developing highly successful apparel brands with Disney, MTV, and Dualstar Entertainment. In 2000, under a different name, the company launched 7 for All Mankind, leading to its multiyear partnership with Mary-Kate Olsen and Ashley Olsen in 2007 – Elizabeth and James grew to generate \$100 million in annual sales in just a few years. In 2016, the company further expanded its portfolio with the creation of Cinq à Sept – selling to major retailers like Saks Fifth Avenue, Nordstrom, Neiman Marcus, Bloomingdale's and Revolve and operating its own stores in New York, Miami, and Newport Beach, Calif. – and in 2023, Jaya Apparel Group received its first strategic investment from private equity firm Brand Velocity Group.

When it comes to leading a team, Siskin believes it's "an act of service. It's about creating an environment where others can thrive – where talent is nurtured, voices are heard, and growth is a shared pursuit. The most powerful thing you can do as a leader is to equip your team with the knowledge, confidence and support to succeed."

She continues, "I believe power begins with how you show up for yourself: through excellence, consistency and quiet conviction regardless of gender. At Jaya Apparel Group, women make up 88 percent of our leadership team – not because of a quota, but because they're the most qualified and capable," she said. – *Lisa Lockwood*

Sarah Staudinger

COFOUNDER AND CREATIVE DIRECTOR, STAUD

Sarah Staudinger quickly found a strong fan base for her playful, fashionable brand she cofounded with George Augusto in 2015 through her ability to meld nostalgia and modernity from head to toe. This mindset helped her expand into new categories, including swimwear, sportswear and pets, and garnered cult status with items like the fish-shaped bags. The brand now has eight stand-alone brick and mortar locations and has collaborated with the likes of Birkenstock, the St. Regis and New Balance.

A lightheartedness and flexibility are key components to Staudinger's approach in leading the contemporary label. "Business and leadership are about embracing the process: falling down, getting up, and

Sarah Staudinger



Martha Stewart



finding joy in every chaotic, creative step along the way. I also believe strongly in never taking things too personally. My success isn't mine alone – it's built on collaboration, teamwork, and surrounding myself with people who also thrive in the messiness and unpredictability of leadership," she said, adding that "being able to laugh at yourself a bit when things go sideways – that's the cherry on top."

She knows that life can throw a curveball or two. "The ability to be nimble and not precious about how you get there is where the real power lies. Power isn't necessarily about achieving exactly what you envisioned, but about how you navigate the journey and overcome the obstacles that inevitably arise," said Staudinger.

The designer acknowledges that being a woman has helped her "recognize the importance of creating from a place where I truly am my customer and enjoying the fulfillment that comes from seeing others express themselves through something I've built. And honestly, navigating the world as a woman has taught me resilience: it's not about avoiding setbacks, but about never letting them dictate your narrative – or wardrobe choices." – *Emily Mercer*

Kecia Steelman

PRESIDENT AND CEO, ULTA BEAUTY

She may only be six months into the top job at Ulta Beauty, but chief executive officer Kecia Steelman is quickly garnering a reputation in the industry as a fast, intentional and strategic decision maker who has wasted no time making her mark on the retailer.

Already, she has made sweeping changes to the C-suite, unveiled a strategy called Ulta Beauty Unleashed, brokered a licensing deal to expand the company into the Middle East and Mexico and acquired Space NK to gain a foothold in the U.K. More moves are said to be on their way.

"I believe leading with confidence is powerful. Having the confidence to make tough decisions, to trust your team, to



Veronica Swanson Beard

learn from your mistakes, and to keep moving forward. It's not about having all the answers – it's about having the courage to act, even in the face of uncertainty. That kind of confidence is contagious – and transformative," she said.

For Steelman, retail is in her bones. She began her career in operations at Target Corp. in the '90s, then moved to Home Depot and Family Dollar Stores. In 2021, she was named chief operating officer of Ulta and later added president to her title.

As part of this, she views Ulta Beauty's army of associates as key to her plan to reinvigorate growth at the retailer.

"I've spent more than 30 years in retail, many of them in stores. When you spend time on the front line, you gain a genuine appreciation for the people out in the field who make it all happen. My leadership philosophy is simple: people first, performance always," she continued. "I believe in showing up with humanity, building trust through action, and creating space for others to lead. When people have a strong sense of purpose, understand how they contribute to the mission, and have clarity about how to deliver – they're beautifully unstoppable." – *Kathryn Hopkins*

Martha Stewart

ENTREPRENEUR AND COFOUNDER, BIOSCIENCES

Martha Stewart is a woman of many talents, from stockbroker, tastemaker, TV show host, author to entrepreneur. Most recently, she added the title of skin care founder, launching brand Elm Biosciences with Dr. Dhaval Bhanusali, a board-certified dermatologist, laser surgeon and biotech entrepreneur. The brand, powered by clinically studied ingredients and backed by 350 dermatologist advisers, will launch with the A30 Elemental Serum, \$135, and Inner Dose The Daily Skin Supplement, \$50, which together target the main causes of aging.

"You don't need 100 different products to put on your face. You need about



Kecia Steelman

three amazing products," said Stewart of skin care.

And that's not it. She's also for the first time opening stand-alone stores in the UAE through Marquee Brands, the brand manager and owner of the Martha Stewart brand. The first opened at the Mirdiff City Center in Dubai on May 22, and the second opened at the Dubai Hills Mall on July 17.

According to officials from Marquee Brands, additional Martha Stewart stores will be rolled out in India, Kuwait and Saudi Arabia. Some may or may not open this year, while others will happen next year.

"We've created a beautifully designed space filled with products that I personally love and use," said Stewart, in a statement provided to WWD. "I think customers will find inspiration and plenty of practical ideas for making their homes more beautiful, comfortable and functional." – *K.H.*

Veronica Swanson Beard

COFOUNDER AND CO-CEO, VERONICA BEARD

Veronica Swanson Beard cofounded Veronica Beard with her sister-in-law, Veronica Miele Beard in 2010. Together, they created a collection of cool classics that speak to today's multifaceted, multitasking women.

"Being a woman, and a mom [of three sons] has taught me how to juggle, lead with empathy, and make every moment count. It's made me more present, more patient, and more powerful in ways I never expected," said Swanson Beard when asked how being a woman has shaped her.

Swanson Beard grew up between Florida, London and California before heading to New York to study at Parsons School of Design. She began her career in sales at Narciso Rodriguez and Alberta Ferretti and then became a buyer at specialty retailer Marissa Collections.

Having the two of them running the company has also been a true asset. They trust each other, bounce ideas off each other and can back each other up. Together, they have been building the business organically.

Both she and her sister-in-law have been very active on the philanthropic front, starting VB Gives Back, where the company unites around common causes, partnering with organizations to amplify their mission. Since 2010, they have donated \$7 million to more than 700 organizations.

"I lead with empathy, but I also set the bar high. I believe in creating a culture of trust and accountability – where everyone feels supported to do their best work and rise to their full potential," said Swanson Beard.

Asked what she thinks is powerful, she replied, "Power is having a clear vision and the conviction to stand by it. It's knowing your point of view, trusting your instincts, and not being afraid to do things your own way." – *L.L. ▶*

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Anna Sweeting

Anna Sweeting

FOUNDER, THE EQUITY STUDIO

As founder of The Equity Studio – an investment firm backing brands across wellness, beauty and lifestyle – Anna Sweeting has built a community of experts to exchange ideas, offer their expertise and ensure that the companies in her portfolio succeed.

The Equity Studio partners with the next generation of consumer companies across the U.K., Europe and the U.S., and Sweeting's approach has been to combine capital with "strategic support and cultural amplification."

She has spent more than 15 years spotting trends and identifying breakout brands early, and her global portfolio has so far generated billions of dollars in enterprise value.

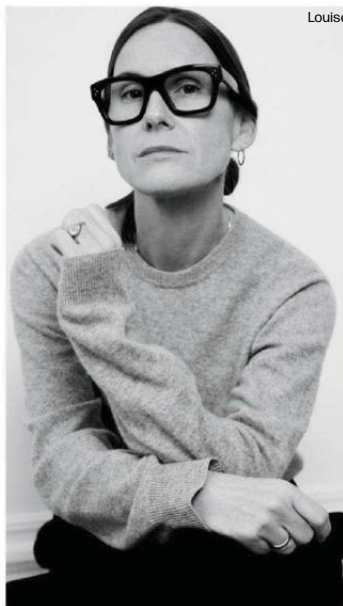
That portfolio includes Trip, which creates vitamin and plant-powered beverages and supplements; the honey-based hair care brand Gisou; Vestiaire Collective; IISkin; Axel Arigato; Little Spoon, and DeMellier.

Power, she said, "is the ability to shape what happens next – to influence which ideas grow, which stories get told, and what kind of future we build. I've always believed that capital is a cultural force. Where money flows determine what scales and what gets seen. And that power becomes truly transformative when it's paired with emotional intelligence and instinct – when it doesn't just fund growth, but shapes meaning."

She added: "I see power in clarity of vision, in the courage to act before something is obvious, and in the discipline to stay aligned. True power is not loud or performative – it's grounded and moves ideas from the margins to the center."

Being a woman, she added, "has made me deeply attuned to nuance – to what's unspoken, to the energy in the room and to the signals others might miss. It's taught me that power doesn't need to copy old models to be effective. In fact, the most transformative power often redefines the model entirely."

Sweeting said that "women have often built from instinct rather than entitlement, using sheer resilience and resourcefulness – and I am one of them. That's shaped how I lead: by building community, not just companies. I've had to navigate systems not originally designed for women, and I've chosen to reshape them, not just fit into them." – *Samantha Conti*



Louise Trotter

Louise Trotter

CREATIVE DIRECTOR, BOTTEGA VENETA

Louise Trotter joined Bottega Veneta as the first female creative director in January. She hails from Carven, where in just two seasons, the British designer succeeded in reigniting buzz around the brand, which was bought out of bankruptcy in 2018 by ICCF Group, the Franco-Chinese fashion entity that also owns Icicle.

Carven had been absent from the runways and without a marquee designer for several years. Trotter reenergized the label with her quietly sensual designs in tune with Madame Carven's fondness for simple constructions and clean lines – and her focus on textures would gel with Bottega Veneta and her predecessor's work at the brand.

Before Carven, Trotter held the same role for four years at Lacoste, where she beefed up the womenswear offering and explored innovative methods of upcycling.

She studied fashion design at Newcastle University and worked at contemporary British label Whistles before moving Stateside to design for Calvin Klein, and later Gap and Tommy Hilfger.

Trotter returned to London for a stint at Jigsaw and then served as creative director of Joseph from 2009 to 2018, a period of product diversification and international expansion for the brand.

Trotter's debut collection for Bottega Veneta will be shown on Sept. 28 at 5 p.m. CET in Milan. – *Luisa Zargani*

Nadège Vanhee

ARTISTIC DIRECTOR FOR WOMEN'S READY-TO-WEAR, HERMÈS

Nadège Vanhee is a key architect of the minimalist aesthetic ruling high-end fashion. Just don't call it quiet luxury.

As artistic director for women's ready-to-wear at Hermès since 2014, her collections are equal parts understated elegance and tough chic. Witness her "equestrian biker" looks for fall 2024, with their horsey scarf prints and studded leather. "The idea was to think about riding from traditional to sharp and rebellious," she said.

Born in Lille, France, to an Algerian mother and French father, Vanhee grew up listening to garage rock and scouring flea markets for one-off looks.

A graduate of the Royal Academy of



Nadège Vanhee

Libby Wadle

CEO, J. CREW GROUP

Libby Wadle has been chief executive officer of the J. Crew Group, parent company of the J.Crew, Madewell and Crewcuts brands for almost five years, rising to the post just a couple of months after the company got out of bankruptcy and in the middle of the pandemic. Wadle has more than 30 years of retail and apparel industry experience, and prior to becoming CEO of the group, she held senior management roles at the J.Crew and Madewell brands.

"I believe that a strong team is everything," Wadle told WWD. Good leaders know how to surround themselves with those who not only complement their strengths but also challenge their perspectives. One of the most important qualities in a leader is being constantly curious. Great leaders remain open and engaged. They are present in the moment, actively listening and continuously learning from those around them.

"I think it's powerful when someone strikes the balance between being confident and self-assured, while also staying open, vulnerable and empathetic to those around them...This isn't always specific to women, but I believe it's important to have the ability to read the room, to truly see and understand the people around you. Great leaders recognized that how something is said is just as important as what is said, they tailor their approach to ensure that others feel seen, heard and understood. That builds trust and brings people along with you."

Wadle is credited with reviving J. Crew and re-igniting Madewell's growth by replenishing the creative ranks while also centralizing and streamlining certain areas of the business, and making targeted investments in technology, omni-capabilities, refreshing stores, and even in catalogues, which Crew basically had phased out. Efforts have been made to elevate the profiles of creative directors Brendon Babenzien, on the men's side, and Olympia Gayot on the women's and kids' sides, through blogs and social media. Other tactics involved reestablishing and reimagining several of J. Crew's "hero" products, like the Giant Fit chino, the relaxed Kenmare suit, and cashmere. As Wadle once told WWD, it's about asserting the J.Crew heritage made modern, "a refresh, not a reinvention, an evolution, not a transformation." And at Madewell, it's been more about constantly refining and strengthening the denim offering – always the focus of the brand – and providing the sportswear and outfits to go with the denim. – *David Moin* ▶



Libby Wadle

Fine Arts in Antwerp, her attitude to fame was shaped by the notoriously reclusive designers she worked with, from Martin Margiela to Phoebe Philo at Céline, and Mary-Kate and Ashley Olsen at The Row.

Vanhee keeps off social media and maintains a low public profile, despite holding one of the most coveted jobs in fashion. Sales of ready-to-wear and accessories have tripled under her tenure and now account for 29 percent of sales at Hermès, up from 22 percent in 2015.

Functionality and freedom are key throughlines in her work, rooted in the house's saddle-making past. Leather is a core material, channeling her vision of a strong, cerebral woman whose style transcends seasonal trends.

Asked what she thinks is powerful, Vanhee replied: "I find the power of ideas especially fascinating – such as knowledge and creativity. They have the potential to inspire change, solve problems, and connect people across different times and places. Ideas have a kind of timeless, transformative power that drives progress in so many areas."

Rooted in quiet confidence, she believes her leadership style is not determined by gender. "I never really grasped this question of gender, and perhaps that is what allowed me to maintain a great freedom of thought and movement in my creation and my way of collaborating with teams," she said.

"To me, leadership is grounded in a clear personal philosophy that aligns values, beliefs about people, and vision. It helps to stay authentic, consistent, and guide teams through complexity and change." – *Joelle Diderich*

WWD × EN × BEAUTYINC Women in Power

Trinny Woodall



Melissa Worth



Heela Yang



Deborah Yeh



Trinny Woodall

FOUNDER AND CEO, TRINNY LONDON

If anyone's a survivor, and a thriver, it's Trinny Woodall, who conquered addiction, rose to fame on British TV, worked as a newspaper columnist and YouTuber and then pivoted, in spectacular fashion, to beauty, launching her own makeup and skin care brand, Trinny London.

The self-made entrepreneur, who also has a robust following on Instagram touting Trinny products and those of other brands, may be sitting atop a company worth more than 180 million pounds, but she's not stopping anytime soon. There are more products to launch, and engagement to be had with her 2 million Instagram followers and her Trinny Tribe, a loyal community whose members test products early, offer feedback and channel Trinny's can-do spirit.

She treasures her Trinny Tribe, and trusts them, too. "Honesty has always been the foundation of how I lead, and the foundation of everything at Trinny London. From Day One, I've continued to speak to women about their routines and experiences – that raw honesty helped create a community that trusts us, and feels deeply connected to what we do," she said.

Woodall has earned every ounce of her power, which to her means "having the

confidence to be your most fearless self, and helping others feel the same. That's what Trinny London's ethos is all about – creating products and experiences that empower our customers to feel their best selves. True power isn't about dominance; it's about lifting others up."

She also champions other female-led businesses with The Elevator Pitch, a series on the brand's social platforms where female founders pitch businesses to Woodall in the office elevators, and by hosting Fearless Founder events: a supper club to connect entrepreneurs.

"Early on, I realized how much harder it can be for women to ask for investment. Female-founded companies still receive only 2 pence for every 1 pound invested in start-ups. Having pitched to rooms full of men who didn't understand the market I was speaking to, I feel strongly about supporting other female founders," she said. – *Samantha Conti*

Melissa Worth

SENIOR VICE PRESIDENT, AMERICAS
AT NEW BALANCE ATHLETICS INC.

For Melissa Worth, navigating leadership has given her a sharp sense of what inclusion

really means.

"It's not just about representation, it's about voice, influence and opportunity," said the senior vice president of Americas at New Balance Athletics Inc. "I lead with confidence and the awareness that influence and empathy go a long way. True leadership is measured by the doors you open and the culture you help shape."

In her role, Worth leads the America region's retail, wholesale, e-commerce, marketing,

merchandising and operations. Worth has been instrumental in driving momentum at the brand, which saw overall sales increase 20 percent in 2024 as it continues to capture a greater share of the athletic market.

According to Worth, that success is directly tied to the team's ability to be innovative and evolve. "At New Balance, we recognize power of our associates and leadership that inspires vision, builds trust and fosters connection. That belief fuels our brand, our culture, and keeps us moving forward with intention and integrity," she said. "Leadership starts with people. I believe in showing up authentically, setting ambitious expectations, and creating a space where teams feel heard, empowered, supported and challenged. When we lead with purpose and stay close to our people, we not only build a stronger brand, but also a future that reflects the very best of who we are." – *Katie Abel*

The fragrance and body care brand she launched in 2015 has since brought its Brazil-inspired offerings to a global audience, soaring through the ranks at Sephora and cementing itself as an early player in body mists and fragrance-forward body care – both of which are key growth drivers of the scent category today.

In 2021, Swiss group L'Occitane acquired a majority stake in the brand, which was then valued at \$450 million, and by 2023 had grown its global revenues to roughly \$650 million.

Best known for its \$48 Brazilian Bum Bum Cream, the brand has swiftly become a Gen Alpha favorite all while maintaining the loyalty of its longtime Gen Z and Millennial fan bases. Data from CreatorIQ shows Sol de Janeiro is also routinely a top-10 skin care brand by earned media value, a testament to its unwavering cultural relevance.

"In beauty, you're constantly balancing creativity and discipline, and I believe culture is what helps you do both," said Yang of her leadership approach. "I always tell my team to trust their instincts, stay close to the consumer and keep learning – curiosity and humility will keep you grounded and moving forward."

Being a woman, she continued, "has taught me to define power on my own terms. Leadership isn't about fitting into someone else's mold; it's about showing up with authenticity, conviction and purpose. I'm lucky to be in an industry surrounded by incredible women, where I can be completely myself and lead in a way that feels true to me." – *Noor Lobad*

Deborah Yeh

GLOBAL CMO, SEPHORA

As beauty consumers' desires and needs rapidly shapeshift today like never before, Deborah Yeh is successfully steering Sephora, the largest prestige beauty retailer, in uncharted territories.

Yeh stepped into Sephora's global chief marketing officer role in November 2023, having most recently served as its global chief purpose officer. The new post came with a wide purview.

She has been charged with reinforcing Sephora's desirability and continuing to increase its global community of loyal members. Yeh also fosters cross-region collaborations and best-practice sharing, while spearheading the retailer's purpose and sustainability strategy.

When asked what she considers powerful, Yeh said: "I've come to appreciate that power comes in many forms. Loud or soft. Commanding or motivating. We seem to be in a moment of history that favors an authoritative version of power. However, I tend to be more wowed by people who practice power through ideas and inspiration."









Yeh has viewed leadership through a specific lens from the start. "I was raised by parents who taught that any blessings one receives in life come with responsibility," she said. "So in my mind, leadership has always been paired with service. What good is power if you don't use it for the betterment of others? This can mean a community, a group of consumers or a team. I'm lucky to have a role that encourages me to think about all three."

"Being a woman has challenged me to fight expectations on what power looks like and sounds like," continued Yeh. "I don't think my younger self could have ever imagined being on any 'power' list! But it's not all about a struggle. Being a woman has also come with the pleasure of being part of a sisterhood – sharing power, lifting each other up and enjoying the strength of community." – *Jennifer Weil* ■

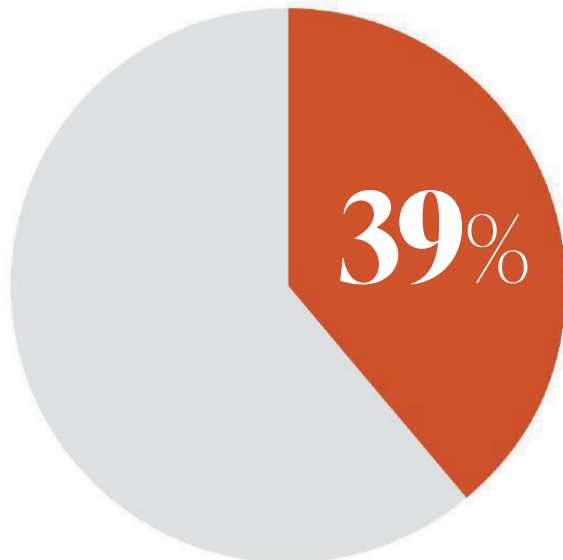
BY THE NUMBERS

After analyzing the 55 largest companies in the WWD universe, here's where representation stands when it comes to women in leadership roles.

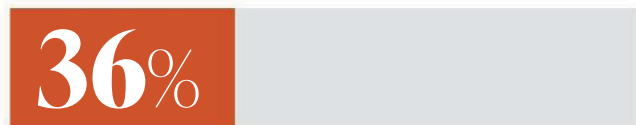
15%
female CEOs out of 55 fashion, beauty and retail companies. They are:

-  **Joanne Crevoiserat** Tapestry Inc.
-  **Mary Dillon** Foot Locker Inc.
-  **Michelle Gass** Levi Strauss & Co.
-  **Lauren Hobart** Dick's Sporting Goods
-  **Sue Nabi** Coty Inc.
-  **Leena Nair** Chanel
-  **Kecia Steelman** Ulta Beauty
-  **Hillary Super** Victoria's Secret & Co.

The percentage of **female board members.**



↓ 2% Women held **41% of board seats** in these companies in 2024.



The percentage of **executive leadership roles held by women.**
Down 2% from last year.

Methodology: WWD selected the 55 largest companies by sales that we cover across fashion, beauty and retail, and looked at publicly available information on executive leaders, board composition and more. The companies we looked at to compile this information are: Abercrombie & Fitch Co., Adidas AG, Alibaba, Amazon.com, American Eagle, Bath & Body Works Inc., Beiersdorf AG, Burberry Group plc, Burlington Stores Inc., Capri Holdings, Chanel, Columbia Sportswear Co., Compagnie Financière Richemont SA, Coty Inc., Dick's Sporting Goods, Dillard's Inc., The Estée Lauder Companies Inc., Fast Retailing Co. Ltd., Footlocker Inc., Gap Inc., H & M Hennes & Mauritz AB, Henkel, Hermès International, International Flavors & Fragrances Inc., Kao Corp., Kenvue, Kering SA, Kohl's Corp., L'Oréal, Levi Strauss & Co., Lululemon Athletica Inc., LVMH Moët Hennessy Louis Vuitton, Macy's, Marks and Spencer Group plc, Moncler SpA, Natura & Co., Nike, Nordstrom Inc., Prada SpA, Procter & Gamble Co., Puma, PVH Corp, Ralph Lauren Corp., Ross Stores, Signet Jewelers Ltd., Tapestry Inc., Target, TJX Companies Inc., Ulta Beauty Inc., Under Armour Inc., Unilever, Urban Outfitters Inc., VF Corp., Victoria's Secret, Walmart Inc.

BUSINESS

The Independents Takes Minority Stake in The Outsiders Perspective

● The inclusive talent consultancy platform founded by Jamie Gill will sit under Alexandre de Betak's L'Incubateur initiative.

BY TIANWEI ZHANG

LONDON – The Outsiders Perspective has joined L'Incubateur, an initiative launched by Alexandre de Betak, famed show producer of Bureau Betak and creative chairman at The Independents. It aims to identify, support and accelerate emerging talent, entrepreneurs and creative agencies worldwide.

Prior to taking The Outsiders Perspective under its wing by acquiring a minority stake, L'Incubateur invested in Matière Noire, a Paris-based creative studio, in March 2025.

The Outsiders Perspective was launched by Jamie Gill in 2022 to tackle fashion's diversity issue behind the scenes. It's set up as an incubator that nurtures people of color to ensure they are equipped to join the operational side of the fashion business, driving changes in equity, diversity and inclusion in fashion.

In the past three years, the platform has helped more than 200 candidates to

land jobs at more than 25 brand partners, including Chanel, Alexander McQueen, Lululemon and Tiffany & Co., in roles at all levels, and across functions including marketing, finance, business development, technology, digital and sustainability.

The company has also built an in-house team of five and regularly hosts networking events connecting candidates with brands. In October, it will launch the seventh edition of its Accelerator Program, which will support a new batch of skilled professionals of color, like bankers, lawyers and accountants, as they wish to transition into fashion.

"A consistent theme we hear from our partners is that candidates placed through our program demonstrate a cultural fluency and professional rigor that enables them to integrate quickly into the business and deliver impact from Day One," Gill said.

"For example, we have placed candidates from financial services who quickly implemented cost-saving efficiency models drawn from the sector, delivering measurable impact on the bottom line almost immediately," he added.

By joining L'Incubateur, Gill said The Outsiders Perspective is aiming to leverage the global expertise of the 20 partners in the collective, such as Karla Otto,

Lucien Pagès Communication and Bureau Betak, as it not only plans to expand its geographic footprint, but to enter adjacent industries such as beauty and hospitality.

The new structure also enables Gill to foster meaningful change at the C-suites with the launch of Executive Search, a new division that provides bespoke talent acquisition solutions to help place diverse leaders in decision-making roles across the luxury and lifestyle industries.

Compared to traditional headhunting, he believes that Executive Search is "uniquely positioned" to add value to its partners.

"A common mistake in executive hiring is selecting seasoned leaders from other industries who have extensive experience but lack an understanding of the nuances of ours. We act as a filter for our partners, not only seeking out the very best talent but also applying our in-house expertise to identify candidates who bring experience from other industries in ways that resonate within luxury," added Gill, who used to work in architecture, accountancy and venture capital before starting his career in fashion at Roksanda.

De Betak said he believes that ideas that truly move and inspire culture come from environments with a diversity of lived



Jamie Gill

experience and perspective.

"The Outsiders Perspective's innovative approach to talent has the potential to transform the composition of our industry for the better. It's visions like these that we aim to support with L'Incubateur, where we provide financial support and hands-on expertise to industry-disrupting ideas," he added.

EXCLUSIVE

New CEO Is Poised For Parfums de Marly, Initio Parfums Privés



Julien Sausset and Patrice Béliard

● Julien Sausset will be succeeded by Patrice Béliard in the role starting Oct. 1.

BY JENNIFER WEIL

PARIS – There's a changing of the guard at the top of niche fragrance brands Parfums de Marly and Initio Parfums Privés.

Julien Sausset – who has served as their chief executive officer for the past decade

and built the brands into some of the buzziest and most successful around – is stepping down. He will be succeeded by Patrice Béliard starting Oct. 1.

Béliard has for 25 years worked in large corporations, such as Shiseido and the Estée Lauder Cos., where he most recently served as global president of Kilian Paris, Éditions de Parfums Frédéric Malle, Darphin Paris and Lab Series.

"It's a virtuous and natural succession

plan at the moment when the company has grown so fast and so big that we had to make a couple of changes," said Sausset, who joined Parfums de Marly and Initio's parent company when the business was tiny.

During the past five years, retail sales of the two brands combined have multiplied by 10 and are expected to surpass \$900 million at the close of their current fiscal year, which ends March 2026.

Concurrently, as the niche fragrance sector has expanded exponentially to become the most buoyant category in the beauty industry, Parfums de Marly and Initio have made a huge mark. They caught the eye of investors, and in June 2023, Advent International acquired a majority stake in the brands in a deal valued by industry sources at more than \$700 million.

"It's been a fantastic journey, working along with Julien Sprecher at Parfums de Marly and the rest of the team at Initio, both in Dubai and Paris," said Sausset, referring to the executive who launched Marly and Initio's parent, the Sprecher Berrier Group of Companies, then served as SBGC chairman and creative director of Parfums de Marly.

Sausset has enjoyed the entrepreneurial phase of development and brand-building. "It takes five to 10 years to build a brand, and that's what we've done," he said. "We're very proud of that."

Sausset explained he's "more of a man of 1 to 100 than a man of 100 to 1,000. I felt the timing was right for me to move on and do other things that are closer to what I do best, which is creating an impact and helping brands to grow, helping smaller teams to grow fast and capture strategic opportunities, rather than driving a bigger business and acting at consolidation and structural levels."

So Sausset, Sprecher and Advent looked for a new CEO.

"We ended up meeting Patrice, who is the expert in bringing niche brands from the ground up, having operated in a big group," Sausset said. "It felt just right to have him taking over at that point. It's

a very smooth and joint decision with Advent and Julien Sprecher."

Sausset is inclined to look at other entrepreneurial experiences – not necessarily as a company executive, but more as someone who can help, recommend and strategize. That could be in the beauty industry or otherwise.

Béliard explained his life is always about encounters. "It was time for me to have a new challenge," he said. "Then it becomes 'what?'"

His meeting with Advent, Sausset and Sprecher helped inform that. "It really became a natural fit from a human standpoint," said Béliard, adding having been in the luxury industry for so long, Parfums de Marly and Initio were two players very much on his radar.

"Then when you start digging and understanding the brands, the essence, the whys, everything has been so well-constructed and built that it really felt very natural as the next chapter," he continued. "It was like a perfect match for me."

Béliard sees the brands as having tremendous opportunities.

"The way that Initio and Parfums de Marly have been able to break through the clutter in a world where you have more and more players is a very unique asset and quality," Béliard said.

There are two great opportunities for growth for the brands, according to Sausset. The first is direct-to-consumer retail, both online and through new stores. By year-end, boutique openings are expected for Parfums de Marly in London, Shanghai, Las Vegas and Kuwait, for instance.

There are geographic opportunities, too, such as Asia. Parfums de Marly and Initio are not yet in Japan, and China represents a small business today.

"These are regions that Patrice has been dealing with a lot in his career," Sausset said.

Currently, the Americas generate 45 percent of the brands' retail sales; Europe, 28 percent; the Middle East and Africa, 14 percent, and Asia, 13 percent.

MENTALITIES

MEN'S

John Varvatos to Mine SoHo Roots With Store, Collection



Here and below: The Varvatos store in SoHo.



Here and left: Looks from the John Varvatos fall campaign.



● The rock 'n' roll-inspired label, which is celebrating its 25th anniversary, opened its first store in SoHo in 2000.

BY JEAN E. PALMIERI

The John Varvatos brand is getting a boost for its 25th anniversary.

The company, now owned by the private equity firm Lion/Hendrix Cayman Ltd., is returning to SoHo where it opened its first store in 2000. The debut of the 3,200-square-foot store at 73 Wooster Street will be accompanied by the launch of the John Varvatos Anniversary Collection and supported by a new campaign that blends the brand's history in New York with its rock 'n' roll heritage.

"It's really a love letter to New York," said Catherine Jobling, chief operating officer of Varvatos and its sister brand, AllSaints. "For our 25th anniversary celebration, we wanted to bring the brand back to SoHo and sit with our peers."

The new SoHo store space is designed to blend American alternative luxury and rock-inspired style, the company said. It features 13-foot ceilings, antique fixtures, custom vintage furnishings and modular bronze screens along with three sculptures. It will carry the brand's full range of tailoring, leather goods, footwear, accessories and fragrance, as well as fine art and music photography curated by the Morrison Hotel Gallery, with all pieces available for purchase. There will also be musical instruments on display.

John Varvatos, the man, created the rock 'n' roll-inspired brand in 1999 and for

the first few years, it was associated with Nautica Enterprises. When VF Corp. bought Nautica in 2003, Varvatos became part of that corporation. But the brand struggled for attention under VF's ownership and in March 2012, VF sold a majority stake in the business to Lion Capital for an undisclosed sum. In 2020, during the pandemic, the company filed for bankruptcy, Lion/Hendrix Cayman purchased the business for around \$97 million and Varvatos left the company. He is now chief design officer for Under Armour.

While its founder may no longer be involved, the brand continues to offer the same aesthetic that he established. Its current vice president of creative, Karl Aberg, worked with Varvatos himself for many years so he is well versed in the brand's history.

To commemorate the anniversary, Aberg designed a 25-piece collection for fall that he called "A Love Letter," featuring pieces inspired by the archive and refreshed with modern fits and fabrics.

Key pieces include the Ellwood shearling coat, a revival of a design first sketched by Aberg for Varvatos' fall 2000 runway show; the Woodward soft jacket, rendered this time in Italian lambskin with a silver herringbone print, and the Varick jacket and Mercer pants, both offered in

rock 'n' roll history. Footwear highlights include the Two-Five-Zip Boot, an update of the Morrison Sharpei, in silver-treated sheepskin.

"The brand is celebrating its 25th year this season, and the DNA was developed early on — a mix of rock sensibility, refinement and artisanal fabric, which has remained consistent," Aberg said. "I couldn't think of a better place to kick off the milestone celebration than in our new SoHo flagship boutique here in New York."

Pieces from the anniversary collection will sport a new label that was developed in house that will also be used on the store's shopping bags. The hand-drawn emblem is inspired by medallions and hallmarks and features two interweaving J's with filigree over a V. The anniversary mark is featured on the creased knit velvet bomber, Salvador, in beaded embroidery on the chest. It is also embroidered and overprinted on a graphic T-shirt, and woven into a soft, tonal all-over jacquard pattern in a silk blend.

Jobling said full-price sales of the anniversary collection have been "unbelievably good" since the merchandise hit stores with a coat inspired by one first created in 2000, the denim collection with its relaxed fit and a deep red tuxedo among the most popular items.

At the same time, the company is debuting a campaign shot by Timothy White in SoHo, Chinatown, under the Brooklyn Bridge and at 315 Bowery, the former home of the underground music club CBGB that now houses another Varvatos store.

Jobling said the campaign is intended to be "reminiscent of the past, but with more of a modern edge."

The Wooster Street store brings the number of John Varvatos units to 17 and is its most elaborate. This year alone, the company has opened, relocated or renovated four other stores: San Francisco, San Diego, Las Vegas and Miami. "That's really helping our business," she said.

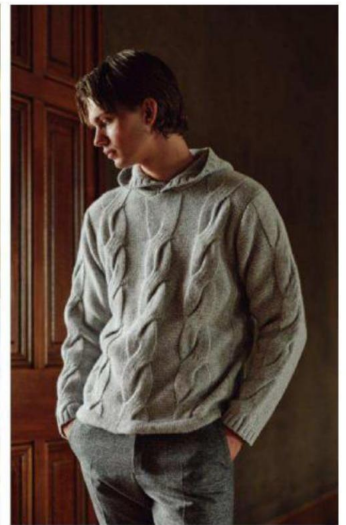
Overall, Jobling said the brand is performing well, despite the macroeconomic challenges. "The only part of the business that is not great are the outlets," she said, "but we're trying to safeguard the full-price business. Our wholesale business is steady and we feel very blessed that sales are good in this tough market."

She said the brand has been benefiting from the fact that it has an "edge" that many of the popular quiet luxury brands do not. "For the guy who wants to be a little adventurous, they gravitate to us," she said.

The company will celebrate the opening of the new store with a party on Tuesday at the Hotel Chelsea.

MEN'S

Joseph Abboud to Tour Japan to Celebrate 30th Anniversary of License



Here and right: Joseph Abboud's Japanese collection.



He added that in Japan, unlike in the U.S., menswear is not viewed as "a stepchild. The Japanese really embrace menswear."

To celebrate the milestone, Onward has created a 30th anniversary collection for fall that it will showcase in its 50-plus stores. Abboud said he owns all of his personal images and archives and shared those with Onward to support the creation of the anniversary collection.

"We are happy to celebrate the 30th anniversary of the Joseph Abboud business in Japan with the great support of the founder, Mr. Joseph Abboud, and his upcoming tour to visit our signature shops and meet with our very loyal customers," said Yosuke Ueno, head of the Joseph Abboud business at Onward. "His design philosophy with fabrics that 'coexist with

● Onward Kashiyama signed its first deal for the men's brand in 1995 and purchased the Japanese trademark rights in 2022.

BY JEAN E. PALMIERI

The Joseph Abboud brand has gone through a number of ownership changes since it was founded in 1987. But for the last three decades there has been one constant: Onward Kashiyama.

The Japanese company, which also owns J. Press, was among the brand's first licensees in 1995 and the relationship has endured since then.

When WHP Global, the current owner of the Joseph Abboud brand, purchased the intellectual property of the label from Tailored Brands in 2020 for \$115 million, the deal was limited to the U.S. and Canada, and the Onward license came along as part of it. Two years later, Onward acquired the trademark rights in Japan, allowing it to create its own collections and

expand the Joseph Abboud footprint in that country independently.

Now Onward is celebrating its long relationship with the label by hosting the brand's founder on a whirlwind trip around Japan beginning on Sept. 21 and lasting for 10 days.

"I'm going to tour four cities: Tokyo, Osaka, Kyoto and Kobe," Abboud said. "This is the 30th anniversary of Onward Kashiyama's license for Japan and is a real testimonial that the brand still means something."

Abboud said over the past three decades he has developed "more of a personal relationship and partnership with the [Onward] team. It's not just a traditional licensing agreement, which so often doesn't work. Many of the same people have been there from the very beginning, including the head of design."

Although Abboud doesn't design the Japanese collection — or the American one, which is carried exclusively at Tailored Brands stores — he admires how the Onward team has stayed true to the

heritage, but also modernized it.

"It's more of a lifestyle brand than a classification," he said. The collection is broken up into four sub-brands: Black Label, which is the high-end offering; Joseph Abboud Mountain, which was established in 2019 by the founder as a sustainable outdoor brand; Joe Cotton, which is centered around organic cotton materials, and Joseph Abboud Space, a home collection.

"It's like seeing your kid grow up," Abboud said. "For a number of years, I was directing the creative and would visit Japan or they would come here." But even though he's no longer involved in the U.S. business, "I've always kept in contact with them," he said of Onward. "I've always been impressed with the quality, the shops and the presentation of the collection there. Japan is the shining star of the brand."

nature' and the creation of comfortable, high-quality clothes is overwhelmingly embraced by many of our customers.

"We hope that the next 30 years, while evolving with the times yet staying true to Joseph's brand ethos, will bring continued success with our partnership with Joseph Abboud as well as Onward Kashiyama's many other global partners. We truly believe this is a special brand that has enriched the lifestyle of our customers and we welcome Joseph to Japan for this very special occasion."

Abboud said he's looking forward to his Japanese trip and is eager to retain a formal creative working relationship with Onward going forward. "It's a milestone for me too," he said. "When you make your first collection, who knows if you'll make it to your second? There are a lot of casualties in this business."

MENTALITIES

MEN'S

Celebrity Lawyer Arthur Aidala Proves Fashion Doesn't Have to Be Pricey

● The New York attorney frequents a specialty store in Brooklyn where he's shopped since he was a child.

BY JEAN E. PALMIERI

When former New York City Mayor – and Donald Trump lawyer – Rudy Giuliani's car got rear-ended in New Hampshire late last month, it was Arthur Aidala who let the world know he was expected to recover.

Giuliani is far from Aidala's only high-profile friend or client. The criminal defense attorney and managing partner of Aidala, Bertuna & Kamins has worked for everyone from NFL Hall of Famer Lawrence Taylor to Steve Bannon, Harvey Weinstein, Mike Tyson, O.J. Simpson, Roger Ailes, Alan Dershowitz and a slew of other controversial bold-face names.

He's even become a celebrity in his own right, hosting a radio show nightly in New York, and acting as the legal expert for both Fox and CNN.

With such a high-profile career, Aidala needs to dress the part. But interestingly, rather than opting for super-luxe \$10,000 bespoke suits, he still goes to the same neighborhood haberdasher in Bay Ridge, Brooklyn, where he's been shopping his whole life: Gentlemen's Quarters.

Aidala, 58, grew up in Bay Ridge in a Sicilian American family to a schoolteacher mother and a lawyer father. He attended Poly Prep school, where he had to wear a shirt, tie and blazer, and was introduced to Gentlemen's Quarters by his dad. Since then he's been working with the same owner for more than four decades. "He put me in a blue blazer with gold buttons when I was 12," he said with a laugh.

Professionally, following in the footsteps of his father – and grandfather, who was also a lawyer – seemed inevitable. After passing the bar, Aidala got his start with the Kings County District Attorney's Office in Brooklyn prosecuting some of the borough's worst crimes.

Despite being called the Master of Defense and the Dapper Advocate, Aidala says he's not really a fashionista. "People have remarked on my sartorial choices, but I open my closet, look at the weather and think about what's on the agenda for the day. In federal court, you dress a little bit more conservatively than you do in state court. If I'm going to be on Fox at 5 in the morning, which is the local TV show, I could be a little bit more flamboyant, whereas at CNN, which is national, you know some people from Utah are watching, so I might dial it down a little bit," he said.

He's also conscious of the time of the year. "Is it November, when we're talking about oranges and browns, or is it May, when you're talking pinks and florals? There's not a tremendous amount of foresight."

With a three-year-old child at home, the father of three said "there's not a plethora of time to make design choices." And he doesn't follow fashion trends. "I'm not up on the latest fashion, so I have no problem going into the end of the summer season sale and buying a suit that's going to go in my closet until next summer. If the lapel is an eighth of an inch smaller next year, I'll suffer through it."

He said that while Gentlemen's Quarters remains his go-to spot, he's not against searching for sales elsewhere as well. "There's a store on Madison Avenue called Eredi Pisano – they have one in Rome as well – but their end of the season is 75



Arthur Aidala in his Midtown office sporting a three-piece suit and his trademark fedora.

percent off. So you pick up something that's 1,000 bucks and it's \$250 – I'm OK with that, I don't need that blue blazer so badly."

He recalls being recommended to Zohreh, a high-end men's store on 54th Street "where the New York Yankees and the New York Rangers get their clothing," he said. "I was going to treat myself to a custom suit and the owner measured me and went over to the rack and pulled out a 44 regular. That was a game changer."

So while Aidala may not have had to buy a bespoke suit for himself, he takes some of the other lawyers in his firm to Zohreh for custom suits for Christmas. "Most people need some sort of customization but I don't."

In terms of brands, it's not Brunello Cucinelli, Brioni or Zegna that he'll be found wearing. Instead, he opts for Vista, a brand popular at Gentlemen's Quarters. "And I don't pooh-pooh a good Men's Warehouse or Jos. A. Bank suit, especially light ones, which I'm known to stain, and I don't want to stain anything obscenely expensive. For me personally, it's how you carry it, and accessorize it and the confidence you exude when you wear it."

That being said, he also won't spend a lot of money on ties. "If I spend \$50, that's a lot. In Florence, on the edge of the Ponte Vecchio, I bought a tie for 20 euros. I know there are people who spend hundreds of dollars on ties. I don't condemn them for doing it, but I don't think it's necessary. One of the ties that I wear that people compliment me on, I literally bought on the corner for \$2 because I stained the one

shops in Milan and Florence and picks up \$400 shoes, not \$3,000 custom models that many other executives sport.

Aidala has also become known for his hats. "I wear a fedora almost always," he said. It started out as a necessity because he lost his hair at a young age and was "one of those guys walking around in a suit and baseball hat. I was young and this young woman I was spending time with said I looked too good to be wearing a Yankees hat."

So he visited the venerable JJ Hat Center on Fifth Avenue and bought hats for winter and summer. He said the hats have become his trademark when he's on television or addressing the media at press conferences and his social media team has instituted Fedora Friday, where they showcase Aidala in his different toppers.

While fedoras may not be required, Aidala does insist that his staff dress in suits. "If you dress like a lawyer, you're going to feel like a lawyer, think like a lawyer, act like a lawyer and be a better lawyer. If you're a client, you want to put your trust in someone who knows what they're doing. And I think if someone dresses in a certain way, it gives off the impression that they're paying attention to details. It may sound a little old fashioned, but I think it gives people a degree of confidence."

That also goes for the courtroom. "Whether it's the client, the opposing counsel, the judge and, most importantly, the jury, you only get one chance to make your first impression," he said. "From my watch to my pen to my pad to my briefcase, there's such a delicate balance of showing a jury that you're paying attention to detail."

But Aidala is careful not to go overboard. "I don't have any expensive, fancy watches and I don't really wear cuff links." His timepiece of choice is a rose gold Maserati watch he picked up in Capri because he liked the color.

One thing he'll never do when he's holding a press conference is wear sunglasses. "It looks like you're hiding something," he said.

But while his image may be of utmost importance, Aidala likes to have a little fun too. If he hadn't become a lawyer, he would have become an actor or singer. "I was a thespian," he said, adding that he was in a band in high school and acted in college but ultimately opted for a career with more "intellectual stimulation."

Even so, there are still remnants of his thespian days in his Midtown office where he's created a Sinatra room: a retreat with a massage chair, memorabilia, a wet bar, record player and big screen TV.

"I just need a place to chill, maybe take a nap," he said. "And it became a hangout for everyone from Geraldo Rivera to Mayor [Rudy] Giuliani to Alan Dershowitz. It's a little tiny sliver of paradise when clients start freaking out and the walls are caving in. You go in there to calm down a little bit. Everyone needs a place to escape."

I was wearing. Sometimes I get ties as gifts and people leave the price tag on, maybe intentionally. Gucci ties for \$450? I'd rather go away for the weekend."

One place that he does indulge himself – a bit – is his footwear. "Whenever I pack to go to Italy, there's always room in my suitcase for at least two pairs of shoes to come back," he said. "But I literally have shoes that I bought in Italy 25 years ago that I still wear. They are just well made, and I think taking care of your feet is very important. I walk a lot – I do 10,000 steps a day without going to a gym."

But like his suits, not even his shoes are all that expensive. Aidala said he often



Aidala was born and raised in New York.

BUSINESS

Rag & Bone's Miramar Collection Raises Retail Profile

● Pop-up shops in Manhattan's Moynihan Train Hall, by the University of Colorado, and soon in the American Dream entertainment and shopping center, raise the possibility of a deeper commitment to Miramar stores in the future.

BY DAVID MOIN

Miramar, the fashion collection that mimics the look of denim with the softness of a sweat pant, is advancing its retail footprint.

Two pop-up shops, on the concourse level of Manhattan's Moynihan Train Hall and on 29th Street by the University of Colorado in Boulder, opened Aug. 28 and Aug. 20, respectively. A third Miramar pop-up will open in the American Dream entertainment and shopping center in East Rutherford, N.J., on Sept. 12. All three units will operate through the holiday season and into January.

While pop-ups are commonplace, it's unusual for a brand to open three simultaneously in the same season, and in the case of Miramar, the maneuver hints at a possible deeper commitment to brick-and-mortar stores. Miramar could try to extend the leases on the pop-ups depending on how successful they are and agreements with landlords, or perhaps launch permanent freestanding Miramar stores elsewhere, which would be a first for the brand.

Miramar, a 12-year-old collection created by Rag & Bone, does have shops inside all of the 32 regular-price Rag & Bone shops in the U.S., but until this summer, never opened pop-up boutiques. Following the rollout of the shops-in-shop, "These pop-ups were really kind of the natural next step for us to pursue stand-alone boutiques," said Jess Burns, senior vice president of marketing at Rag & Bone.

Asked if more pop-ups will be opened next year, Burns said: "I wouldn't rule out the possibility, based on the performance

that we've seen of these current pop-ups, and also the performance of the shops-in-shop within our existing retail stores. I can't share specific details on sales, but we're very encouraged."

Asked if the pop-ups could be considered barometers for launching permanent Miramar stores, Burns replied: "That's a great question. I think we'll learn from these leases. They will be running for about six months, so we'll learn pretty quickly on whether or not we want to extend. Based on how Miramar has been performing for our business overall, I'm very encouraged these pop ups will do well."

Overseas, Rag & Bone has two stores in the U.K., one each in Amsterdam and Dusseldorf, two in Australia and one in Japan. Going forward, Burns said the company intends to drive awareness of Rag & Bone and Miramar to other regions as well through Europe, the Middle East and Africa. Rag & Bone is considered a contemporary brand and is especially known for denim.

With the pop-ups, "We've been pretty intentional about the decisions on locations," said Burns. "At UC Boulder, we are able to target a college cohort, and get an understanding of that level of their interest and engagement with the brand. We're excited about learning more. At Moynihan, we're targeting a professional and a traveler. Moynihan is one of the biggest destinations in the city, and there's a ton of businesses in and around the area." Miramar has what it characterizes as a "travel-friendly DNA." Burns also pointed out that Rag & Bone has locations uptown and downtown with Miramar included, so Moynihan gives Miramar exposure to a more central section of Manhattan. "With American Dream, we can target families. So these three pop-ups serve three different purposes. We're really excited to get the learnings from each because they will tell different stories."

While Miramar offers a variety of categories including pants, jackets, and shirting. Burns did highlight one sku (stock keeping unit) that has been selling particularly well at retail and online — the Miramar track pant. "It's essentially a wide leg pant with two racing stripes down the side," she said.

For the University of Colorado pop-up, Miramar is customizing the pant in the colors of a professional team playing at Madison Square Garden, which is right next to the train hall. Odds are it will be the blue and orange colors of the Knicks pro basketball team, though Burns declined to disclose the team until a later date. Miramar's pants are priced similar to premium denim, in the \$150 to \$225 range.

Miramar offers primarily loungewear and casual apparel that looks like denim but feels like sweats. Miramar has a special printing technique replicating denim that



Here and below: The Miramar pop-up shop on the concourse of Manhattan's Moynihan Train Hall.



Jess Burns



Miramar's wide-legged striped pant.



gets applied to more comfortable, less rigid fabrics for jeans, jackets, shorts, skirts, shirts, for men, women and kids. Some consider Miramar unique, in niche somewhere between traditional sportswear and athleisure.

"Miramar has the feel of sweat clothes, but it can be elevated," Burns said. "If you look at some of our content on our website, we style it in a way that can be dressed up and dressed down. You could wear it to your kids soccer game. You could wear it around the house. You could also dress it up and wear it to work, or wear on a night on the town. And so you can wear a full kind of denim on denim Miramar look."

The awareness level of the Miramar collection isn't as high as the Rag & Bone brand though Burns said: "We're actually

in the process of doing a bigger 'brand health' study to get that data. As we speak, it's in the field. The Rag & Bone brand has been around for 23 years. There is a very loyal fan base that has stayed with the brand. We've been able to cultivate high levels of awareness and positive sentiment. Miramar is the new kid on the block to a certain extent. But I believe 45 percent of our women's new customer acquisition is from Miramar. That causes me to believe that Miramar's awareness is trending up, but I think there's still a ton of opportunity. And I think what's interesting right now is that people are learning about Rag & Bone. There's this next generation that is learning about Rag & Bone through Miramar. So we might actually see higher levels of Miramar awareness in certain markets that allows us to create a bridge to the Rag & Bone brand."

SJLA

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Movado's "Always in Motion. Since 1881" with Julianne Moore and Jessica Alba.



Tyrese Haliburton

ACCESSORIES

Ludacris, Jessica Alba, Julianne Moore Return For Movado Campaign

● The second chapter dives deeper with storytelling and plays on light and shadow to highlight the brand's decades of luxury Swiss watchmaking.

BY THOMAS WALLER

Movado has unveiled the second chapter of its "Always in Motion. Since 1881" campaign, reuniting Ludacris, Jessica Alba, Christian McCaffrey, Julianne Moore and Tyrese Haliburton to highlight the Swiss timepiece maker's legacy.

While competitors in the luxury watch space debut multiple campaigns and collaborations, Movado is steadfastly committed to its fresh ambassadors — "icons," the brand calls them — that debuted last year with renewed messaging to capture today's discerning clients.

"We believe in long-term partnerships," Margot Grinberg, president of Movado, explained.

The latest chapter gave the luxury watchmaker a chance to dive in a bit deeper, going for a more cinematic approach. Directed and photographed by Stuart Winecoff, the films and portraits follow Ludacris, Alba, McCaffrey, and Moore through John Lautner's Harvey House in Los Angeles, known for its lush midcentury interiors.

"We very carefully picked these people because of their connection to the brand. We think they really represent the brand well to their different demographics" she said, adding that "consistency is really important when you're communicating with consumers today."

Fresh off helping to lead his team the Indiana Pacers to the NBA Finals — during which he was badly injured in Game 7 and will miss the upcoming season — Haliburton was photographed in Indianapolis by Jennifer Sullivan inside a midcentury modern residence with ambassadors, which is why it wasn't just 'here's six months and then we move on to the next'. I think building desirability around a category like watches is about long-term relationships and us becoming part of their brand and how they communicate and tell stories to their fans," Grinberg said.

Movado has backed up the partnership this past year by lending support to causes that resonate with each celebrity: partnering with Baby2Baby on Alba's behalf and EveryTown for Gun Safety on behalf of Moore, and teaming with Ludacris Foundation, the Christian McCaffrey Foundation and Haliburton's free basketball camps in his hometown of Oshkosh, Wis.

"We tap into what they're doing in their everyday, really trying to authentically be a part of their lives and not just being in a commercial for us," she said.

The new campaign evolves the brand's connection to motion and movement, "which Movado has always done," Grinberg noted, adding a dose of modernity with warmth and storytelling.

Throughout the images, light and shadow play a key part. "One of the big things that we've been trying to infuse is

what we call, 'High Noon gold,' because the top of the dial represents the sun at high noon," she said of legacy design element. The images use natural light to bring this idea to life with finesse.

As with the debut, here each talent chose a timepiece that fit their personality, further cementing alignment.

Alba and Moore wear Museum Bangle timepieces, a modern take on a refined style rooted in Movado's history. "They're really jewelry," Grinberg said of the style. "Everyday pieces you can layer with jewelry or you can wear on their own. We think it really is on trend with what women are looking for in the category."

Ludacris wears a Bold Quest, a 1970s archival-inspired design that was launched last year. "It's one of our biggest, bestselling pieces that we're continuing to evolve." Movado also created a one-of-kind diamond encrusted style that he's worn in performances this past year. "We have some special exciting things with him around the collection this fall," teased Grinberg.

McCaffrey's choice? A Museum Imperiale, a sport-driven performance timepiece, that launches alongside the campaign. "It has elements of a watch from our archives, but it's really modern. It's a high-end sport watch, so it's an automatic with our more elevated finishings. It felt like a really good fit, the kind of a watch that he wants to wear when he's walking into a game."

Haliburton went archival wearing a piece from the Heritage 1917 collection, a contemporary reimagining of Movado's first square watch, introduced in 1917 with Art Deco lines and Arabic numerals.

"We gave him a prototype that he wore throughout the season on his wrist. I saw a watch influencer report that 'Tyrese is wearing this watch. I don't know what it is, but it must be something unreleased.' And it is. We'll be launching it in October," said Grinberg.

"Each specific collection either is really key to the brand or new for us," she said, "representing Movado's philosophy of design in motion," celebrating how their icons shape the present, while carrying forward Movado's legacy.

A year since rollout, Grinberg has seen concrete results, with key collections featured in the debut campaign reporting growth. "We've seen brand awareness grow," she said. "We really are staying close to what we hear from consumers and tracking a lot of different data points. We've seen the key things that we're looking at improve, and that's what really shows us that we're on the right path."

Gen Z's love of vintage watchmaking has become a driver on social media and the brand is paying attention to younger watch enthusiasts, who she says are becoming a "bigger consumer."

"We're constantly making sure that we're reaching consumers where they are and in the way they like to be communicated with," Grinberg said.

The new campaign is live globally across digital and social platforms, select retail locations, and at movado.com, inviting audiences to see the films and explore the collections in full.



Ludacris

FASHION

Lafayette 148 Partners With 'The Morning Show'

Here and below: Karen Pittman, who plays Mia Jordan, in Lafayette 148 on "The Morning Show."



Here and below: Looks from Lafayette 148's "The Morning Show" capsule.



● Creative director Emily Smith and costume designer Sophie De Rakoff worked closely to create looks for the show's female leads.

BY LISA LOCKWOOD

Lafayette 148, which has an ongoing partnership with the Emmy award-winning "The Morning Show," has a new collaboration for the fourth season, which premieres on Apple TV+ on Sept. 17.

The brand will launch the Lafayette 148 x The Morning Show capsule collection, inspired by the company's signature looks. Creative director Emily Smith and costume designer Sophie De Rakoff worked closely to create numerous looks for the show's female leads played by Reese Witherspoon, Greta Lee, Marion Cotillard and Lafayette 148 fall 2025 brand ambassador Karen Pittman. Another lead, Jennifer Aniston, has her own costume designer.

Smith and De Rakoff designed the looks to reflect the diverse range of women's working lives. The two women collaborated to develop numerous styles for each selected season four character, inspired by the particular female archetype they portray in the show.

For the fictional news program's news anchor Bradley Jackson, played by Witherspoon, they created a wool-and-silk crepe black dress with dropped hem flare, and a classic double-breasted tailored suit in seasonal ink color from responsibly sourced crepe yarn. There is also a matching skirt as another option, along with a fine-weight black napa leather pencil skirt styled with a Classic 148 signature white silk shirt.

For Pittman, who plays "The Morning Show" executive producer Mia Jordan, they designed a cotton-tweed two-piece asymmetric jacket and A-line skirt, offered in either sky blue or red. The look appears in episode three of the season. In addition, Jordan's collection pieces include a relaxed-fit, ink-colored shirt dress in crepe, and an understated, collarless napa leather jacket in brand-signature copper tone or ink.

Stella Bak, played by Lee, wears a matching bomber jacket and knife-pleated skirt. Created using a multi-colored

linen-and-cotton jacquard, the jacket features a knitted collar, waistband and cuffs. To further reflect Bak's fashion-forward career-wear, the collection also features a relaxed twist on a tailored suit, in a gray heather color, which pairs a menswear-inspired jacket with a dramatic wide-leg pant.

Lastly, character Celine Dumont, a savvy operator from a storied European family played by French actress Marion Cotillard, wears an Italian-wool-and-shearling vest jacket in camel, paired with a matching front-pleated skirt.

Celine's pieces for the capsule collection include a sandstone cashmere-jersey roll-neck sweater, a hickory-color trench crafted using responsible lightweight wool and a relaxed "cardigan-fit" jacket in natural camel-hair tone, worn with a matching long pencil skirt.

Lafayette 148's Smith said, "It's such a joy working with Sophie on 'The Morning Show.' This is our second collaboration and the longer we collaborate, the more shared synergies and values we discover exist between the show's fictional characters and the realities of the lives of the diverse women we design our collections for. As we created and crafted Lafayette 148 pieces to help develop each character, we were both able to

draw on our decades of experience of understanding female archetypes, and how, as the old adage say, 'the clothes make the woman.' The collection is testament to the accomplishments of working women the world over, as well as our love of 'The Morning Show.' We're counting down the days to season four."

Rakoff said, "Much of my role on 'The Morning Show' is to make sure everything melds onscreen, visually, stylistically and emotionally for the characters. So to be able to work closely with Emily and her incredible Lafayette 148 atelier has been enriching. Not only because of their design and craft expertise, but also their nuanced understanding of how Lafayette 148's beautiful garments – their construction, movement, palette – can have so much influence on how female archetypes are expressed, altered or pared back. As such, I'm delighted that the collection offers something for all women."

Pittman said, "I'm thrilled to be working with Lafayette 148 both on 'The Morning Show' and as a brand ambassador. Emily Smith and her team are astute, empathic champions of my character Mia Jordan and along with Sophie De Rakoff, have developed looks that subtly convey her determination, work ethic and femininity as a Black woman navigating a

high-pressure newsroom environment."

Pittman said that beyond their work together on "The Morning Show," she feels a natural synergy with Lafayette 148 as an American modern luxury fashion house. "They are passionate advocates for women and it shows in how they value the women who wear the brand and the women who guide and craft each beautiful collection."

The Lafayette 148 x The Morning Show Capsule launches on Monday and is available at Lafayette 148 boutiques and lafayette148ny.com as well as Bergdorf Goodman.



BUSINESS

Plaza 66 Turns to Plush Toys as Traffic Stalls

● In a bid to move beyond its core VIP clientele, the downtown luxury mall launched a major Jellycat retail takeover.

BY DENNI HU

Amid slowing luxury sales and declining foot traffic, Plaza 66 – Hong Kong developer Hang Lung’s flagship mall in Shanghai – is turning to popular plush toy brand Jellycat in a bid to attract shoppers beyond its core VIP clientele.

Dubbed Jellycat Café, the playful pop-up spans the mall’s ground-floor atrium, a fourth-floor storefront and an outdoor display booth. Decked out in a Tiffany & Co.-like blue hue, Jellycat’s Plaza 66 takeover officially launched on Thursday to considerable fanfare.

Due to the popularity of the toy brand, shoppers must first make a reservation on its WeChat’s Mini Program before they can queue up on the ground. While slots are hard to come by, a new batch will be released every Monday at noon. No closing date has been revealed for the pop-up.

Jellycat – the British equivalent of Beanie Babies – was founded as a high-end children’s toy brand in London in 1999. It was rediscovered by Gen Z TikTok influencers in recent years who styled the cuddly toy as home decor and emotional support items.

Inspired by the trend, the concept of Jellycat Diner began popping up in New York, Paris and London, where shop assistants doubled as chefs whipping up pretend desserts made by the plushies.

Jellycat opened its first Shanghai pop-up at the neighboring Kerry Center last year, pulling in more than 1.2 million renminbi, or \$168,000, in sales on launch day, according to local media reports.

For the brand’s second pop-up in Shanghai, Jellycat introduced seven new toys inspired by Chinese tea culture and local florals. Prices range from 399 renminbi, or around \$55, to 439 renminbi, or \$61.

To further drive traffic, Jellycat has enlisted the Chinese celebrity Yang Mi to make a public appearance at the pop-up on Monday, based on information shared by fans on Xiaohongshu, China’s popular social media platform.

For James Macdonald, head of Savills Research for China, Plaza 66’s move unveils a clear theme of “landlords catching on to cultural trends – whether that’s Labubu, Jellycat or other intellectual property-driven products,” Macdonald said.

“These brands resonate across the spectrum, appealing not just to the mass market but to luxury consumers as well. They’re collectibles, and positioning them through pop-ups shows that landlords are current and in tune with consumer sentiment,” Macdonald added.

“Ultimately, it reflects an understanding that consumer desires cut across categories – being a luxury shopper doesn’t mean you’re not also interested in the latest trend,” he added.



Jellycat's Plaza 66 pop-up.

Plaza 66, the undisputed star of West Nanjing Road’s luxury scene, ceded its spotlight this summer to HKRI Taikoo Hui, where Louis Vuitton’s life-size cruise ship “The Louis” became one of the city’s most popular tourist sites.

Since its opening in mid-June, the experimental project has driven a 25 percent increase in total sales across the West Nanjing Road thoroughfare. Seventy-five percent of visitors were tourists and the average visitor stayed nearly six hours at the HKRI Taikoo Hui shopping mall, according to data shared by the district government.

To strengthen its standing as Shanghai’s top luxury retail destination, Plaza 66 will

open an extension building to “cater to the evolving tastes of discerning consumers who are increasingly prioritizing personalized and exceptional experiences. New concepts of retail, dining, wellness and lifestyle as well as event spaces will be introduced to the Pavilion Extension,” the company said.

For the first half of 2025, Plaza 66 reported a decline of 8 percent in tenant sales as “consumers demonstrated more restrained high-end spending,” according to Hang Lung’s latest financial report. Occupancy rate stabilized at 98 percent and revenue inched up 0.3 percent to 822 million renminbi, or \$115 million.

BUSINESS

Valentino Flagship Reopens in Milan

Valentino’s Milan flagship.



The newly renovated Valentino flagship in Milan.

● Standing on Via Montenapoleone, it is the brand’s storied boutique that opened in 1969.

BY LUISA ZARGANI

MILAN – Valentino reopened its fully renovated flagship in Milan on Friday.

Standing on Via Montenapoleone 20, the boutique originally opened in 1969 and was closed during the works, while a temporary store opened in January nearby on Via Santo Spirito.

Marble, onyx, black-and-white checkered motifs and geometric details are all references to Valentino’s history.

There are recognizable elements by creative director Alessandro Michele that run throughout, including sofas and poufs in green velvet with trimmings and ivory napa framing the rims; armchairs upholstered with an exclusive archival python print; Art Deco armchairs with leather and black lacquered edges; vintage armchairs in yellow velvet lampshades

made by hand with original fabrics recovered from Indian saris, and artisanal sculptured chandeliers in cotton.

The entire store is covered in an ivory colored fabric with pleated or draped details on the walls and ceilings.

Spanning more than 12,636 square feet over three levels, the unit carries men’s and women’s apparel, accessories, eyewear and beauty collections. A dedicated area on the second floor displays eveningwear. Private rooms are designed to offer exclusive experiences.

To celebrate the reopening, the Valentino Garavani Vain handbag line offers two limited-edition designs, available exclusively in the Milan store: the classic chain-strap model and a clutch with a leather-and-chain strap, both crafted in precious skin in a sophisticated green shade.

On the occasion of the reopening, the boutique will also offer the special Valentino Garavani and Vans collaboration, available in Italy as an exclusive preview at the Milan store one week ahead of its global launch on Sept. 12.

During Milan Fashion Week, on Sept. 24, Valentino will customize the flower kiosk located between Via Manzoni and Via Montenapoleone and gift all passersby with a floral creation by artist Thierry Boutemy.

There are 235 directly operated Valentino stores around the world. In Milan there is also a corner at Rinascente carrying accessories and men’s ready-to-wear.

In August, Riccardo Bellini was named chief executive officer of Valentino, succeeding Jacopo Venturini, effective Sept. 1. Bellini, known for the turnarounds he engineered at Chloé and Maison Margiela, has been managing director of Valentino parent Mayhoola since January.

FASHION

Vonn Collection to Hit Market for Fall



Here and left: Lindsey Vonn in pieces from her Vonn collection for Head Sportswear.

● The luxury skiwear created by Head Sportswear for skiing legend Lindsey Vonn will feature 25 high-end women's styles.

BY JEAN E. PALMIERI

Lindsey Vonn is a woman on a mission.

After retiring five years ago following a rash of injuries and surgeries, the decorated ski racer, who will turn 41 in October, is determined to make the U.S. ski team for the Milano-Cortina Winter Olympics in February.

And she's well on her way, finishing in the top 10 of three World Cup races last year, a ranking that would qualify for the team if she's able to repeat this season.

If she makes the team and manages to medal, she would be the oldest ski racer of either gender to achieve that milestone. But, as she told *The New York Times'* Bill Pennington: "It's become kind of normal

to see men as successful as athletes in their 40s," she said, citing Tom Brady and Lewis Hamilton as examples. "It's happened a lot on the men's side. That really hasn't happened on the women's side."

But while Vonn continues to prepare

for what would be her fifth Olympics, that doesn't mean she's turned her back on her extracurricular activities – notably her longtime partnership with Head.

Last year the sportswear division of the brand revealed that it was developing

a luxury performance collection with Vonn. The company has provided her with ski equipment since 2009 and in 2020 partnered with her on a sportswear collection called Legacy. That relationship expands this fall with the launch of Vonn.

Roman Stepek, vice president of global for Head Sportswear, said that "the ultimate goal" was always to create a standalone collection under Vonn's name. And it definitely won't hurt the launch now that the skier is in the news again as fans follow her journey to the 2026 Olympic Games.

The debut collection will feature around 25 styles for women that blend cutting-edge technical materials with luxurious fabrics in a modern style. There will be two ski pants, two ski jackets, as well as vests and layering pieces.

The palette will center around natural tones such as off-white, navy, black, green, burnt orange and a light violet, he said, and the silhouettes will be both contemporary and athletic. The brand will have its own logo and the launch will be supported by an image campaign and a dedicated marketing strategy featuring Vonn front and center.

"Vonn has a clean, understated luxury look," Stepek said. The collection is made from Italian materials and produced in Europe. Price points will range from \$350 to \$600 for layering pieces and \$700 to \$900 for pants, to \$1,490 to \$1,800 for jackets.

Distribution will be high-end ski stores, 80 percent of which will be in the U.S. and Canada and the remainder in Europe. Head is working with Diewertarbeit GmbH, led by Marco Lauer, for its international distribution. Lauer is also the agent for Loro Piana's high-performance line Sease.

Stepek said that Vonn was involved in the creation of her collection and will be featured in its ads, but Head knows that her primary focus will be on making the Olympics, so gaining access to her will be challenging. "This season, it's not so easy, but she's the main face of the line," he said.

Over the course of her career, Vonn has won 82 World Cup races and three Olympic medals. For many years she was the country's most decorated ski racers until Mikaela Shiffrin surpassed her record in 2023.

BEAUTY

Bottega Veneta's Fragrances Launch At Bergdorf Goodman

● It's the first retail partnership for the beauty brand, which debuted to much fanfare in 2024.

BY JAMES MANSO

Bottega Veneta's beauty business has its first retail partnership.

The range of fragrances, which launched in 2024 after Kering created its beauty division in early 2023, has launched with a perfume counter at Bergdorf Goodman.

The collection is comprised of Colpo di Sole, Come With Me, Acqua Sale, Déjà Minuit and Alchemie, which were masterminded by the brand's then-creative director Matthieu Blazy. Blazy, now set to have a debut of his own at Chanel in coming weeks, drew inspiration from Bottega Veneta's Venetian roots with the range.

The counter follows suit, taking cues from Venetian lagoons, Murano glass,

Verde Saint Denis marble and Italian walnut wood.

"This very first wholesale opening for Bottega Veneta's collection of fragrances marks a milestone in the development of the House's beauty universe as well as in Kering Beauté's journey," said Raffaella Cornaggia, chief executive officer of Kering Beauté, in an email. "With this exceptional counter, we are bringing the house's distinctive identity to life through a fragrance experience rooted in craftsmanship, creativity and Italian savoir-faire. It also represents a new meaningful entry point into Bottega Veneta's universe and reflects our long-term strategy: to build high-end beauty that extends the narrative of each house, and celebrates excellence, innovation and attention to detail at every touchpoint."

Fragrance is still the hottest category in the U.S. prestige market, per reported Circana data. In the first half, it grew 6 percent.



Bottega Veneta's fragrance counter at Bergdorf Goodman.

"Kering Beauté is proud to open its first dedicated Bottega Veneta fragrance counter at Bergdorf Goodman, an iconic setting that reflects the elevated products and experiences we aim to be known for," said Alexandre Chouerei, CEO and president of Kering Beauté for the Americas. "From the counter's architectural design to the distinct compositions of each scent, this space invites visitors on a sensory journey that captures the spirit and artistry of Bottega Veneta."

There is more to come from the brand's partnership with Bergdorf. "Bottega Veneta's fragrances embody an exquisite fusion of artistry and craftsmanship," said Yumi Shin, chief merchandising officer at Bergdorf Goodman. "We are honored to celebrate this partnership with Bottega Veneta by introducing a fragrance counter that creates a highly immersive setting, celebrating the world of Italian craft and expertise, with more to come this fall."



Emma Chamberlain, Maggie Rogers And More Turn Out for Miu Miu Beauty

The fragrance brand on Friday heralded the start of New York Fashion Week, and the launch of its new Miutine fragrance.

BY JAMES MANSO PHOTOGRAPHS BY LEXIE MORELAND

New York Fashion Week is getting off to a sweet-smelling start.

Miu Miu Beauty on Friday hosted a party heralding the launch of its new Miutine fragrance, with Chloë Sevigny, Paloma Elsesser, Emma Chamberlain, Zaya Wade and more all descending onto The Twenty Two for what was dubbed the “Miutine Club” – and even got an acoustic surprise from Maggie Rogers.

“Happy fashion week, y’all,” Rogers said from the stage. “We’re in this now.”

That seemed to be the mood among attendees. For Wade, it marks her first time doing fashion week in New York. “I’m here to mingle – a lot of the times I’m on a brand-specific journey,” Wade said. “I do Paris a lot, but this is very new, so I’m here to check the vibe and take a bit of a hiatus before college starts.”

Wade has been busy with Translatable, her nonprofit. “I’m just trying to add a bit of positivity back in the world each day,” she said.

That sentiment was echoed by Chamberlain, who walked in wearing a slew of Miu Miu layers, and said while she’s in town mostly for the party and for shopping, she’s not sitting still. “My career is very interesting because it’s ongoing – when you’re an actor you have a new movie, or if you make music, you have a new album. For me, I’m posting a YouTube video, then there’s two podcast episodes a week, and always new coffee.”

Young Miko, the musician, has a few projects up her sleeves, which she’s staying mum on. “I like to keep my fans on their toes and let things be a surprise. But there are some plans,” she said. “My fans know I’m a person that doesn’t know how to stay still. I cannot spend a single day outside of the studio.”

What she’s up to while she’s in New York? “I’m just gonna stick around for the rest of the week,” she said, “and just see what New York has to offer.”



Emma Chamberlain and Lola Tung



Zaya Wade



Chloë Sevigny



Lori Harvey



Maggie Rogers



Ziwe Fumudoh



Amelia Gray and Paloma Elsesser



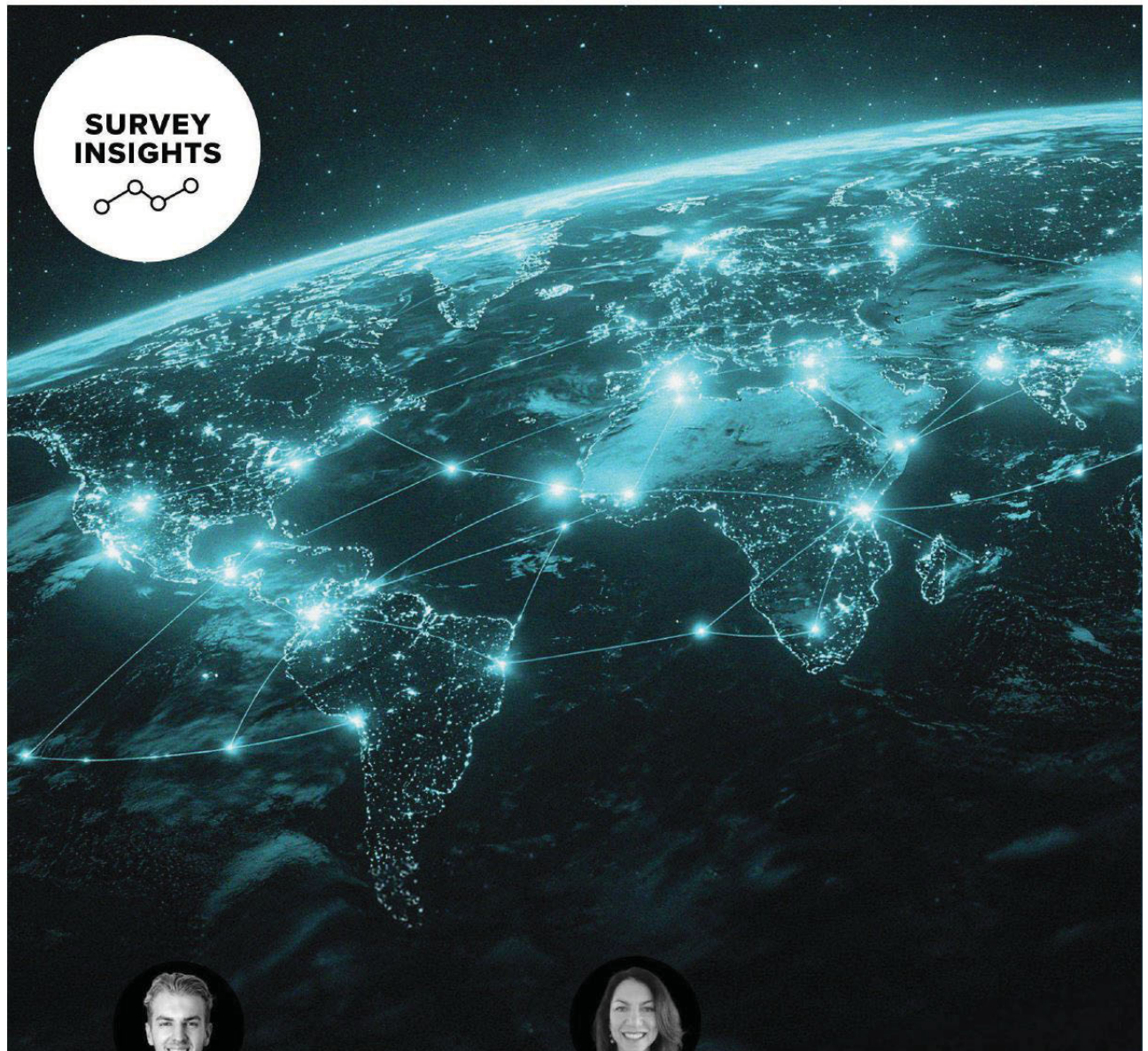
Laura Harrier



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Christian Dior, Carmen, evening gown, autumn-winter 1951 haute couture collection, Longue line, Paris, Fondation Azzedine Alaïa.

Masters Of Couture

This fall, La Galerie Dior is seeing double.

In the first partnership of its kind, the exhibition space at the brand's historic flagship in Paris has teamed with the Azzedine Alaïa Foundation to stage a double exhibition highlighting Alaïa's vast collection of vintage Dior.

Alaïa, who kept his sprawling collection a secret during his lifetime, amassed some 600 pieces of vintage Dior, of which the majority were pieces designed by founder Christian Dior, alongside a selection of creations by his successors Yves Saint Laurent, Marc Bohan, Gianfranco Ferré and John Galiano.

More than 100 of these are being unveiled for the first time at La Galerie Dior in an exhibition due to run from Nov. 20 to May 3, 2026.

The Azzedine Alaïa Foundation will showcase 30 Dior designs collected by Alaïa alongside a similar number of his own creations, as part of its ongoing series of exhibitions demonstrating how the French couturier of Tunisian origin was influenced by the designers he admired. Dates are still being confirmed.

"Azzedine Alaïa, who was hired by Dior for a few days in 1956, had fond memories

of the demanding workshops on Avenue Montaigne," Dior said in a statement.

Both shows are curated by Olivier Saillard, director of the Azzedine Alaïa Foundation, in collaboration with Gaël Mamine.

"Christian Dior's models testify to the relentless quest that Azzedine Alaïa had unwaveringly set his heart upon. In search of the mysteries of dresses and the delicate structures that make vaporous petticoats 'stand up,' he skillfully brought together the objects of his adolescent dreams," Saillard said.

Alaïa's collection got its first major show in 2023 at the Palais Galliera, the Paris fashion museum that Saillard headed from 2010 to early 2018.

Dior has previously worked with Saillard on books, including a series of coffee table tomes from Assouline chronicling each creative director of the brand.

On Nov. 19, Rizzoli will publish the exhibition catalog for La Galerie Dior, titled "Azzedine Alaïa's Dior Collection," featuring essays by Laurence Benaim, Alessandra Ronetti and Saillard.

Damiani will release the book accompanying the Azzedine Alaïa Foundation show, "Azzedine Alaïa and Christian Dior, Two Masters of Couture," in December.

— JOELLE DIDERICH

New Face

Ami Paris on Monday welcomed Chinese actor and singer Zhou Yiran as its latest global ambassador.

The Hongshan Capital-backed Parisian label called his appointment a major elevation of years of friendship, having dressed the star for multiple public appearances.

Zhou said he is excited about the opportunity to work with a brand that he adores.

"It embodies love, friendship and inclusivity. Ami Paris is like a friend in life; it feels relaxed and authentic. I look forward to more creative sparks in the future, exploring together a fashion style that's joyful and free-spirited," added the star, who has 6.2 million and 4.7 million followers on Weibo and Douyin, respectively.

The actor is the brand's first global ambassador from China. South Korean actor Choi Woo-shik was appointed the first global ambassador of Ami Paris in 2022.

The brand revealed that Zhou is a natural choice for Ami Paris, as he "resonates deeply with Alexandre Mattiussi's creative vision and the brand's values through his relaxed attitude and carefree elegance."

Ami Paris also touted that an alliance with Zhou represents the brand's willingness to take a step further into the Chinese market, where it operates 26 points of sale, with the latest branch in Shenyang MixC, opened last March.

A rising star, the 24-year-old Zhou gained mainstream recognition through his appearances in the TV dramas "A Little Mood for Love" and "The Bond." In 2023, his popularity continued to rise with the drama "When I Fly Towards You," and he has since appeared in projects such as "Twelve Letters," "You Are Desire" and "Reborn."

Zhou is also a singer with multiple singles, including

"Thoughts" and "More Than Friends."

Prior to joining Ami Paris, Zhou worked with Bulgari, APM Monaco and Guerlain on regional endorsement deals. — TIANWEI ZHANG

Going To Goop

Fischersund is entering Goop, marking its first retail foray in the U.S.

The Iceland-based fragrance brand and art collective is debuting its fine fragrances with Goop, which is the culmination of a few different efforts from the brand, said Vanessa Dabich, Fischersund's global general manager.

"We have new packaging launching this week in all the six permanent fragrances," Dabich said. "Our first big retail expansion, with Goop, represents a discerning approach to curation. Lilja [Birgisdóttir, one of the brand's cofounders] and I were in some stores earlier this summer, and it felt right. They were looking for the right fragrance partner, as they haven't added a fragrance in two years. They have seven stores, and their e-commerce is on fire."

For both Birgisdóttir and Dabich, the move was about finding the right retail environment to properly express the brand. "In our store in Iceland, what is important to us is the connections we make with the people who come in," Birgisdóttir said. "Goop's store in New York felt like a cozy boutique with very personal service."

Birgisdóttir also called out Goop's commitment to its ingredient standards, and sustainably minded approach, as other commonalities between the two parties.

"Thoughtful expansion will always trump any decision — it's finding the right partners in the specialty lifestyle community of retail partners and ones that can tell our story," Dabich said. "It's about how we can find the full expression of the brand."

The move comes at a time when Goop is also doubling down on its curatorial proposition.

"What's working for Goop is what's always worked: finding those off-the-beaten-path beauty discoveries that feel like something your most stylish, in-the-know friend might bring back from a trip and say, 'You have to smell this.' The Goop reader doesn't want something mass or expected — she's looking for elegant,

Fischersund's Utilykt fragrance.



transportive, and totally original. That's what drew us to Fischersund," added Amy Synnott, Goop's editor in chief, in an email.

"It's a family-run line out of Iceland, inspired by scent memories of Reykjavik. Each fragrance smells like nature and something more ephemeral — the scent of petrol at dawn, fresh cut grass, moss after rain. It's really refined, in a hauntingly beautiful way. And because they use the highest-quality essential oils — and literally nothing else — it meets Goop's incredibly strict clean criteria, which is rare. We don't launch a lot of fragrance for that reason: Few hold up to our standards."

— JAMES MANSO

Work Hard, Play Hard

Eva Mendes is channeling the NSFW energy of Stella McCartney's fall 2025 show for the brand's latest campaign.

In the images, Mendes sported a silky red dress complete with '80s power shoulders from the runway. Posing in a utilitarian elevator, the campaign is set in the fictional Stella Corp., which was strewn

with binders, notebooks, coffee mugs and a cup holder full of nude pens — and one sleek sex toy — at the show in March.

Titled "Laptop to Lapdance," the show was McCartney's first since buying out her minority investor, LVMH Moët Hennessy Louis Vuitton.

"This is the first show I've done alone, other than when I left college," McCartney told WWD post-show. "And what I believe in very much as a female designer is you leave work and you party. The day-to-night thing is really important for my brand."

Others featured in the campaign include models that walked in the show, including Natalia Vodianova; Amelia Gray; Karolina Spakowski; Haoji Qi; Song Ah Woo; Angelina Kendall; Yilan Hua; Agel Akol, and Caitlin Soetendal.

"I want to be women's friends: I want them to rely on me, and I want them to wear that suit out to a club," she continued.

In addition to starring in the campaign, Mendes will feature in an interactive digital shopping experience named "Shop with Stella: Winter 2025," which will be on the brand's website from Sept. 15.

— VIOLET GOLDSTONE ▶



Stella McCartney's fall campaign takes place in the fictional Stella Corp.



Zhou Yiran is Ami Paris' global ambassador.

ami alexandre mattiussi

Martinelli Luce's Avro lamp, designed for hybrid spaces.



Winning Designs

Robotics that enhance physical well-being by Japanese designer Masami Takahashi and tires made with recycled and bio-based materials by Italy's Pirelli were among the unexpected creations that topped the Compasso d'Oro 2025 awards on Friday.

The event took place at the Italy Pavilion of Expo 2025 Osaka; however, the official awards ceremony and exhibition will then be hosted in Milan at its usual location, the ADI Design Museum on Dec. 9. Compasso d'Oro is one of the world's most prestigious design awards and was founded by legendary maestro Gio Ponti in 1954. It is often referred to as the "Oscars" of the design world.

The 2025 edition of the Compasso d'Oro International Award was held under the patronage of the Italian Ministry of Foreign Affairs and International Cooperation. Promoting well-being and health and a commitment to sustainability were paramount in evaluating each project, ADI said in a statement.

The roster of lifetime achievement awards this year pinpointed the figures around the world pushing the envelope on the design industry as we know it. Awardees spanned from Italy's Martinelli Luce designers Studio Natural, for the Avro lamp, designed for hybrid spaces; Caimi Lab for designing a fabric suitable for furnishings and sound-absorbing elements, and China's Yuue Design Studio, which designed an "empathetic" furniture piece styled with a zoomorphic space, intended to foster a sense of emotional closeness with users.

For Art's Sake

Lafayette Anticipations, the art foundation backed by Galeries Lafayette Group, has recruited Art Basel Paris executive Clément Delépine to become its new director, effective Nov. 17.

Delépine succeeds the current director, Rebecca Lamarche-Vadel, who has "chosen to embark on a new personal and professional challenge and will leave her role in the autumn," Lafayette Anticipations, the Galeries Lafayette Corporate Foundation, said Friday.

Delépine has been director of Art Basel Paris since 2022, with its next edition scheduled for Oct. 24 to 26. Under his direction the fair gained international prominence with its broad cultural programming and where he "developed an ambitious and unifying approach," according to Lafayette Anticipations.

Guillaume Houzé, president of Lafayette Anticipations, said Delépine would usher in an "exciting new chapter" for its permanent exhibition space in the heart of the Marais district of Paris. Open since 2018, it has logged exhibitions by the likes of Martin Margiela, Hella Jongerius, Lutz Bacher, Rachel Rose and Issy Wood.

It is hosting "Sole Crushing" by artist Meriem Bennani, a sound installation featuring more than a 100 flip-flops playing a musical composition.

"I would like to thank Rebecca Lamarche-Vadel for everything she has done leading the foundation over the past six years and I appreciate her energy, vision and hard work," said Houzé, who is also chief image and innovation officer at Galeries Lafayette Group.

The foundation provides artists — as well as



Jared Goff of the Detroit Lions in Vuori.

personalities from the worlds of design, fashion, literature and music with "dedicated resources to enable them to produce, connect, experiment and exhibit their creations." It also houses a library and organizes a music festival, talks and performances.

Delépine said he is looking forward to further affirming Lafayette Anticipations' "unique positioning on the French and international art scene."

— MILES SOCHA

Goff's Gear Pratt's Picks

Vuori is adding to its roster of ambassadors. The California-based lifestyle brand has added Jared Goff, starting quarterback for the Detroit Lions, to its athlete roster.

Goff will be featured in Vuori's 2025 marketing campaigns, which will include branded content, lifestyle storytelling and product-focused images, Vuori said. He will wear some of the company's most popular styles including the Elevate Kore Short, Strato Tech Tee and Seaside Pullover Hoodie in both his training and leisure activities.

"We're thrilled to partner with Jared Goff — an athlete whose mindset, work ethic and character represent everything Vuori is about," said Joe Kudla, founder and chief executive officer of Vuori. "Jared brings a thoughtful, modern approach to performance that mirrors how we design for movement, recovery and everyday life."

"Vuori is a brand that really speaks to how I live and train," Goff said. "It's built for performance, but it's also about balance — being comfortable in your own routine and style, whether you're preparing for game day or recharging at home. I'm excited to align with a brand that values both."

Goff will join Arch Manning, quarterback for the Texas Longhorns at the University of Texas, and Colston Loveland of the Chicago Bears as athlete ambassadors for the company.

Kudla founded Vuori in 2015 as a men's activewear brand and it has expanded into a full lifestyle collection for men and women. It now operates in more than 18 countries and expects to have more than 100 of its own stores by 2026, with expansion centered around key markets in Europe and Asia. Last fall, it received a \$825 million investment led by General Atlantic and Stripes, bringing its value to \$5.5 billion.

— JEAN E. PALMIERI

vision and distinguished lens to redefine what it means to craft workplace spaces as a means of provoking connection and innovation. Wiggins announced her retirement in December 2024.

Jeremy Scott graduated from the Pratt Institute in 1996 with a degree in fashion design and founded his eponymous label in 1997. After more than a decade as the creative director of his own label, Scott took on the same role at Moschino in 2013, a role he held for 10 years.

Apart from his eponymous brand, Scott's expanded his reach with unique partnerships, including a collaborative relationship with Adidas that's lasted more than two decades. Scott lists Disney, Barbie, H&M, Ugg and MAC Cosmetics among his many collaborative partnerships.

The designer's high-profile clientele has included the likes of Rihanna, A\$AP Rocky, Margot Robbie, Heidi Klum and Lady Gaga, among others. In April, Scott spoke with WWD about his task to craft 500 costumes for the next "grand show" at Berlin's Friedrichstadt-Palast theater.

"I've worked extensively with people who are far away from me, for like, my whole design career. In a 20-something-year career with Adidas, I think I've been to their headquarters in Herzogenrath [southern Germany] twice. Even during my tenure at Moschino, I didn't live in Italy. I went there to work but maintained my studio in Los Angeles," the designer said.

The annual event offers an opportunity to pay tribute to trailblazing figures, like Wiggins and Scott, while also fostering conversations on art and design and opportunities to network with Pratt alumni. The gala will also raise funds for scholarships awarded to burgeoning designers and artists.

Tickets for the Pratt Institute's Legends 2025 event are now available for purchase on the university's official website. — JULIA TETI ■



Clément Delépine



Mavis Wiggins