

WWD

Fashion. Beauty. Business.

**Finding Its Footing**

A refocused K-Swiss is building momentum.

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Miguel Adrover preps an art exhibit far from fashion's bright lights.

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**Gaining Strength**

Gyms get ever more fashionable.

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When Worlds Collide

The fitness, wellness and beauty sectors are cross-pollinating in a big way, with trainers, gyms and brands launching a slew of products to cater to consumers before, after and even during workouts.

For more on the trend, see pages 6 to 13.

Gloves photograph by Christian Draghi

FASHION

EXCLUSIVE: Ackermann Exits Berluti

- The designer's surprise departure has kindled speculation that Kris Van Assche could take on the role.

BY JOELLE DIDERICH

PARIS — Berluti has parted ways with its creative director Haider Ackermann after just three seasons, marking the latest high-profile change in men's wear at parent company LVMH Moët Hennessy Louis Vuitton, WWD has learned exclusively.

Antoine Arnault, chief executive officer of Berluti, paid tribute to the designer in a statement about the split.

"Haider has been at the core of the evolution of Berluti's collections and image these past few seasons. I want to thank him for everything he has accomplished since his arrival. His feel for materials, colors, and his wonderful shows will always be linked to the history of the house," he said.

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BUSINESS

Amazon, Walmart Expand in Fashion

- Both mass players are taking a broader look at the category and moving up the value chain.

BY EVAN CLARK AND SAMANTHA CONTI
WITH CONTRIBUTIONS FROM
LUISA ZARGANI AND MELISSA DRIER

In the Amazon versus Walmart Inc. battle for consumer domination, both sides have learned they can't rule the world with sweatpants and T-shirts.

The mass giants are moving up the fashion ladder and in their own ways, building infrastructure and making connections that could help them move higher.

Amazon has been quietly courting the top European luxury brands and retailers, testing to see who's willing to collaborate and offering its vast store of data to target customers online. An Amazon spokeswoman said, "While I can't comment on rumor or speculation, what I can tell you is that we sell an incredible breadth of product — from small, burgeoning designers to well-known brands — and are constantly expanding our selection for our tens of

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BUSINESS

PVH Looks to Denim, Possible Acquisition for 2018

- Emanuel Chirico again alluded to a third brand joining Calvin Klein and Tommy Hilfiger, and there may be some good options.

BY KALI HAYS

PVH Corp.'s Emanuel Chirico is confident this year will see sales continue to grow in North America and abroad, and perhaps even the addition of a third marquee brand to its stable.

The chief executive officer said Thursday during a call with analysts that the company is "spending time" and "trying to be aggressive" in looking for a third brand to join PVH-operated labels Calvin Klein and Tommy Hilfiger, but didn't give many details on what is being considered.

"I think we're not going to go very far

afied from where we've been," Chirico said. "I don't think the market has to worry about us going into...categories that we don't have expertise."

Chirico has said previously that he wants a brand that would not "cannibalize" either the Klein or Hilfiger businesses, and doesn't want one that is in desperate need of a savior but still has plenty of growth potential.

There are some brands floating around that could fit the bill, depending on which direction PVH wants to head. Tory Burch is suddenly in a situation with brand stakeholders that has the potential to turn into a sale; the long-independent Dries Van Noten is said to be looking for a financial partner, and Stella McCartney is buying out Kering's stake in her brand, although the designer told WWD she's not looking to take on a business partner right now. PVH could also go for something more under the radar, and

possibly less costly, as it did last year when it acquired the online-only lingerie operator True & Co.

Speculation aside, Chirico said: "We're looking, we're aggressive and we would hope that some opportunity would come across that makes sense."

The company is also looking at the possibility of buying back additional licenses, as it did last year with Hilfiger in China, possibly in Southeast Asia and Brazil.

For now, the company is pleased with North American sales that look to be turning around after a difficult period last year, while sales in Europe and China are exceeding plans. For fiscal 2017, PVH saw consolidated revenue for the year grow 9 percent to \$8.9 billion, led by a 10 and 11 percent sales increase at Klein and Hilfiger, respectively. Although profits fell 2 percent to \$537.8 million, due in part to a significant onetime increase in its tax rate related to tax reform, earnings per share for the year came in at \$6.84, compared to \$6.79 in fiscal 2016.

International comparable-store sales over the year increased 6 percent at Klein and 8 percent for Hilfiger, respectively, but North America is still lagging a bit. Calvin Klein's comps fell 1 percent, while Tommy Hilfiger's managed to increase 3 percent. Meanwhile, PVH's heritage business remained flat on a 2 percent comp increase.

With some sales momentum, Chirico said North America is one of the company's "big opportunities" for the year ahead, given the "general sense" of increasingly positive consumer sentiment and the increase in tourism PVH is seeing.

PVH expects earnings per share to come in at around \$8.80 based on a projected 7 percent consolidated revenue increase. Revenues at Klein and Hilfiger are expected to increase 9 and 8 percent, respectively.

While consumer sentiment is said to be the highest since 2000, American households have more credit card debt than ever, at \$1.01 trillion, the most since the height of the recession in late 2008 and early 2009, when it totaled \$984 billion.

There's also the looming possibility of new trade tariffs on imported goods from China, potentially including apparel, as part of President Trump's purported effort to punish the country for its theft of American companies' intellectual property and technology purportedly worth billions of dollars

that could impact PVH's business this year.

To Chirico, the idea of additional tariffs on the apparel industry is "just not logical."

"It feels like, as a parent, if my son does something wrong, I'm punishing my daughter for his misdeeds," the ceo said.

"Clearly there's a problem with China," Chirico said. "It's not a level playing field and I personally think the administration needs to be aggressive and bring the Chinese to the table to have a reasonable negotiation."

The ceo admitted that additional tariffs on apparel doesn't seem to be "the way the wind is blowing in Washington," but stressed that's far from a guarantee.

As uncertainty in Washington, D.C., is the new normal, PVH is moving to expand its denim offering globally by fall for Klein and Hilfiger. Chirico said the business is "really benefiting from what seems to be a bit of 1990s fashion cycling back into the brands." The Nineties has indeed been a major trend on the runways and in streetwear for several seasons, as nostalgia for previous decades continues to dominate pop culture.

After seeing strong sell-throughs on some new denim styles in Europe and Asia over the last few months, Chirico said fall will bring "an elevation of product" in North America, giving the company an opportunity to capture more of the Nineties trend.

This also folds into the company's continued efforts to bring in younger shoppers with advertising for Hilfiger and Klein, featuring celebrities like Gigi Hadid and the Kardashian sisters and soon Lewis Hamilton, the young Formula One champion, as well as promotional events like it's had with Amazon, a relatively new online partner selling mostly basic items.

As for whether the Amazon partnership will evolve into more of a fashion offering, Chirico said there's a "slow evolution" happening with more shoppers growing more comfortable buying fashion online "and how, not only Amazon, but a lot of the pure plays, present fashion."

"The maturity level at Amazon in particular when it comes to fashion needs to be further developed, it's just not clear where it needs to be right now," Chirico said.

"I think clearly they're on it and there is opportunity there, but they don't have the metrics at this point and they don't have the presentation and product at this point that it would take to really drive it."

FASHION

Juicy Couture Track Collection Boasts Swarovski Bling

- The customizable collection, with three deliveries, is being sold exclusively through Farfetch.

BY KARI HAMANAKA

Juicy Couture continues to hit the refresh button on heritage styles – and why not, given all the love the Nineties are getting in fashion these days? The company's latest track collection aims to turn heads with many of the pieces boasting Swarovski crystal embellishments and customizable details.

The 16-piece offering can be personalized via options such as monogramming or color selection. Prices range from \$275 for a cropped jacket that can be customized to \$1,750 for Swarovski-embellished velour shorts.

Designing the collection presented a moment to go back to the company's roots, especially after creative director Jamie Mitzrahi presented a fall collection that viewed Juicy Couture through the lens of the Seventies and Eighties. The collaboration with Swarovski is rooted in the brand's heyday and is a nod to the crystal-embellished tracksuits of the Nineties, but with some modern twists, Mitzrahi said.

"I think with every project we take on, whether it be our collections or collaborations, our first and foremost goal is to celebrate Juicy Couture as a brand, its heritage," Mitzrahi said. "It's a widely recognized brand with a widely recognized aesthetic and we never want to lose sight of that Juicy girl."

For Mitzrahi, the past few seasons have been about going back into the company's archives and making updates to many of



the company's popular styles. Spring saw raised waists and new colorways added into the mix. Fall celebrated the tracksuit, with new twists in the way of chiffons and sequins added in a bid to make things wearable for today, Mitzrahi explained.

The collection – with three deliveries in March, April and May – launches Thursday to be sold exclusively on Farfetch.

"Farfetch offers an innovative platform to customize our collection, which is really nice," Mitzrahi said. "I also think it's one of the more prominent fashion retailers with a really global reach. They are in the know of what's going on. They have their finger on the pulse....This collection in particular is a really nice addition to their roster of noteworthy brands."

FASHION

Puma Exec on Biodesign's New Frontiers

● The German activewear brand at Milan Design Week in April will showcase four experiments developed with MIT Design Lab.

BY KATYA FOREMAN

PARIS – Using living organisms to enhance performance: that's the latest area being explored by Puma, which during Milan Design Week in April will present an exhibition showcasing four experiments in the field of biodesign developed with MIT Design Lab, an interdisciplinary research laboratory at the Massachusetts Institute of Technology.

Bridging the worlds of biology and design, using living materials such as algae or bacteria to create products, the focus is on how the next generation of athletic footwear, apparel and wearables can adapt in real time by using living organisms to enhance performance. (Think a football jersey made from spider's silk.)

Powered by a Biorealize desktop bio-prototyping platform, the display will include the "Breathing Shoe," billed as a sneaker capable of growing its own passageways to enable personalized ventilation. The "Deep Learning Insole" is designed to improve an athlete's performance through real-time bio-feedback, using organisms to measure long and short-term chemical phenomena that indicate fatigue and well-being.

The microbially active "Carbon Eaters" concept, meanwhile, responds to environmental factors in real time by changing its appearance to inform the wearer about air quality. "Carbon Eaters" are microbially activated self-adhesive silicon-cast stickers that can be bonded to T-shirts and that respond to the carbon dioxide in the environment by changing color. As the user performs a daily run, the organisms begin to change from a dark yellow-brown hue to bright purple. Further CO₂ absorption creates a deeper purple, indicating poorer air quality.

Finally, the "adaptive packaging" concept is made from a biodegradable material that is programmed to decompose in a fixed time.

Puma's director of innovation Charles Johnson spoke to WWD about the ongoing project, launched in June 2017.

WWD: What kind of brief did you give MIT? What were you looking to explore in order to have the edge over the competition?

Charles Johnson: It's not so much that we briefed them, it goes back to why we work with MIT: they have far-reaching knowledge and awareness of what is on the landscape technologically and movement-wise.

When you think of MIT and technology, you think of digital technology, which is an area that we explore with them. However, biodesign is really about a different kind of wearable. That was the premise. We have them exploring technology, digital – and some of that is wearable technology that is digital – but this is a new channel around wearables. We say wearables because it's worn by the body, there's a sensing going on, and there's an action.

WWD: Do you have any examples of ways this has been used before?

C.J.: There are some examples we could point to in the industry. You might have heard of spider silk, using nature, using what a spider offers literally, its silk, and turning that into a garment that has [performance] qualities. Another is growing mushrooms into a solid material that can be used for packaging, for example.

The skin-care industry has products like



Charles Johnson



skin creams that attune themselves with a particular skin type. There are areas where it is being used, but not really in this way.

WWD: Would you say that this research has grown out of the sustainable movement?

C.J.: No. At Puma we do adhere to standards around sustainability, it's part of our business practice, but this was borne more out of cutting-edge technology which, in this case, happens to come from nature.

WWD: Are real-time functions key in terms of trends?

C.J.: It's definitely something that we pay attention to. We have a practice here at Puma Innovation that we call adaptive dynamic, and that means technologies or products that adapt to the athlete or to the environment. It motivates us in a number of different projects that we do. If that's a trend, we're setting it.

WWD: The exhibition in Milan will be powered by a Biorealize desktop bioprototyping platform. What is that exactly?

C.J.: It's a tool that bio-designers can use to create purpose-built bacteria and micro-organisms. It looks like a turntable with a clear acrylic cover, only with syringes on it. Fluids are being moved from one end of the tool to the other, there's a rotating aspect. If you know the Schneewittchensarg Dieter Rams-designed turntables [from the Fifties], it's kind of reminiscent of that.

WWD: Tell us about how you are looking at nature to enhance performance in activewear. Is the ultimate aim to mirror the behavior of nature?

C.J.: The revelation is, you have to look at the means or the medium in a totally different way, or what it's capable of. Another way to think of something like the "Breathing Shoe" concept we have, it's partly self-assembly, the bacteria can be responsible for a portion of manufacturing, meaning there's a material on the shoe and it's not complete until it interacts with the human body. The manufacturing process is somehow completed through that, and

that's really interesting. That nature can do that to a product.

WWD: Are you going to be applying this research to leisurewear?

C.J.: Sure, our initial focus is what functional performance benefit it can bring to an athlete, but at the same time bacteria or micro-organisms can be programmed to simply change color, which is a customization story. It doesn't have to be about breathability on a product, it could be sharing a mood or expression of the person who's wearing it.

WWD: Is this something you're looking to develop?

C.J.: It's a bit early; conceptualizing something is one thing, scaling it is another. At this stage, things like cost, we can't even consider. And of course cost is a key factor in commercialization.

WWD: Can bacteria make an athlete go faster?

C.J.: We're focused on enhancing performance, if we have a shoe that improves breathability or an in sole that can tell us about the nutrition level or the physical condition of our athlete, it's real information. And in a world where seconds and milliseconds matter in performance, we feel that these things, if they bring benefits, then they can make athletes faster.

WWD: What other fields are you looking at?

C.J.: With some of the work we're doing with MIT, where we're exploring artificial intelligence, we just launched the new and improved app, Pumatrac, and are using some artificial intelligence learning to create this bespoke training experience. We're also looking at footwear that has sensing capabilities and smart capabilities, not only with MIT, but also with our own work internally.

WWD: Could this research also pave the way for leather-free designs?

C.J.: Bio-design is being used for synthetic leather. I think it's in our future, but we have no plans to introduce it.

WWD: Will the designs that you're set to present in the Milan exhibition be commercialized?

C.J.: It's still too early to say.

WWD: How do you think consumers might react to the idea of wearing goods featuring a bacteria element? Do you think they could be grossed out by it? Will it pose a challenge?

C.J.: Once people understand what's going on and how common it is, there's good bacteria, right? That requires a bit of education, of course, and it's always a challenge to get consumers to understand what's behind something. At the same time, consumers are smart. Views change and things evolve and I think this is something that will be palatable to consumers when they understand what it does.

WWD: This idea of living materials, can they die or go off? This idea of a breathing shoe, say, can the function be eternal?

C.J.: You've stumped me on that one, I would have to get back to you on that.

WWD: What does the future of active-wear look like for you?

C.J.: The future of activewear is that athletes will have products that adapt to them and their environment in real time, with them having to do nothing, and really optimize their movement, their body, their performance. That's the future: whether it's analog technology, as we're speaking of now, biodesign or digital technology, products will behave on behalf of the athlete, in real time and effortlessly.

WWD: Do you see biodesign as the next wave of the industry?

C.J.: It's the next, next wave.



A K-Swiss event at Shoe Palace with Gary Vaynerchuk.

FASHION

Inside the Turnaround of 52-Year-Old Upstart K-Swiss

● Spoiler alert: the plan isn't to go toe-to-toe with Nike or Adidas.

BY KARI HAMANAKA

Most everyone likes a comeback story. The turnaround of K-Swiss presents an interesting one.

The company is in the midst of a renaissance mirroring that of downtown Los Angeles, where it has its headquarters, and is seeing the green shoots of a turnaround strategy now entering its third year.

When efforts first began in 2016, management initially looked inward, clearing away excess inventory, adjusting prices, overhauling the U.S. sales team and making hires in design and marketing. The company also made the leap from the suburbs of Westlake Village to downtown's urban core, setting it closer to the pulse of the major transformation now underway.

"We're experiencing some results now from the blood, sweat and tears of the past couple years," brand president Barney Waters said. "We're exhausted."

K-Swiss was able to end last year with what Waters called "a hair of [revenue] growth for the first time in a long time and a much improved position on profitability."

The company declined to reveal revenues, but the executive said it's a nice setup for 2018. The company expects to boost marketing this year on a spring order book that's now up more than 90 percent in the U.S. and 40 percent globally from the year-ago period.

There will be no tapping of the breaks, however, with the company set to relaunch men's and women's apparel in the second half in a bid to continue to ride the Nineties heritage wave. The move gives K-Swiss a head-to-toe presence in the marketplace not seen for many years. The lifestyle collection

embodies the brand's roots with the old logo and colorblocking, in addition to basic sportswear pieces. The rollout at PacSun begins in the third quarter, along with select doors of Foot Action and Foot Locker in the U.S. The line will launch at Urban Outfitters and Asos in Europe.

China, where the company is expanding its store count, represents big growth opportunities, as do parts of Europe, according to Waters. However, at the moment, the U.S. is the primary growth engine.

"K-Swiss has always been a brand where the halo effect came from this market so we'll continue to build this and right now that's playing out," Waters said. "We aim to do that and it's worked. This is where we're getting the strongest growth, but if we get the model right in China with the retail concept, that could easily catch up. You could go from zero to 100 stores in a matter of months."

K-Swiss currently has about 200 branded stores in Asia, operated by distributors in South Korea and China, while the Hong Kong and Taiwan stores are subsidiaries. That store count could double by 2019, although the plan for U.S. retail isn't as ambitious.

"I just think it's really hard to make money at retail these days as a mono-brand," Waters said. "I think we're fine doing what we're doing with our wholesale partners [in the U.S.]. I'd love to have stores selfishly to promote the brand and have a brand experience, but it's tough out there for retail."

How the company, started by brothers Art and Ernie Brunner as a tennis brand, got to where it's at is an interesting tale. It was at one point public, with its stock at the height in late 2006 running around \$35, but losses mounted and the company went for a buyout in 2013 that took it private.

Today, the growth is being led by refreshed messaging and an internal mentality that views the business as an upstart, despite its long history.

"When you're a challenger brand with some really powerful incumbent competitors, innovation isn't a 'nice to have.' It's a 'you have to have,'" Waters said. "If you don't, you won't survive. So innovation for us has come out of a survival instinct or desperation, not from creative whim. If we follow the formula, we're toast."

Brian Keating, the company's vice president of product and a long-time employee, put an even finer point on it.

"If we try to simulate what Nike and Adidas have done and if the point is trying to be a good sports brand, we're choice number 12," Keating said. "We see that everybody's doing running shoes right now. If we try to make running shoes, you've got to get through Nike. You've got to get through New Balance. You've got to get

through Asics. To survive, we have to do something different."

To that end, marketing efforts have not focused on what works for the competition.

While Nike and Adidas more recently went head-to-head in Los Angeles during the All-Star game weekend with a plethora of events (and continue to do so), K-Swiss didn't see a need to play.

"We stayed out of it because, with the amount of overspending those brands are doing, trying to outdo each other, the worst thing we can do is try and spend any money in that noise," Waters said.

The same went for ComplexCon in November. While Nike and Adidas claimed monstrous real estate on the show floor, K-Swiss took up a relatively modest area, though still commanded crowds throughout the day.

"We were able to experience the consumer and see what they were wearing and see what their interests are, and I think that was a big win for us," noted Patrick Buchanan, the K-Swiss global marketing director behind the company's branding initiatives, of ComplexCon.

In totality, what's driving the K-Swiss message to the consumer is a focus on bosses rather than athletes. Yes, there are still some athletes and celebrities, such as the deal K-Swiss inked to work with music group DNCE, fronted by Joe Jonas. But the other side of that has been a story around individuals such as Elliot Tebele of Jerry Media, social media and marketing strategist Karen Civil, sisters Corianna and Brianna Dotson of eyewear brand Coco & Breezy and streetwear designer Anwar Carrots. VaynerMedia CEO and cofounder Gary Vaynerchuk got his own shoe, with the GaryVee 001 and 002 now being hawked on eBay for roughly twice the original retail price. The company recently debuted a podcast hosted by Waters and Buchanan called "CEOs Wear Sneakers," which is eight episodes in and counting.

K-Swiss is banking on influencers such as Vaynerchuk and others to help it reach the niche audiences that will, in aggregate, create a critical enough mass to fully turn around the business.

"There are these microinfluencers all over the country that have groups of people that look to them for inspiration so we're tapping into this network and doing it through the lens of entrepreneurship," Keating said. "If we can find people all over the country that have a business that started up in this little area here and they've got a following of people we can tap into that person and collaborate with them on products and marketing stories. And if you get a little group here and a little group here and a little group here, all of a sudden those circles of influence start to overlap and that's when we think our brand is really going to tip."

Waters and team are also looking ahead, rebuilding a brand that for all intents and purposes is seen as having its heyday in the Nineties. It can certainly ride the wave of nostalgia for that time, but when buzz over the decade dissipates and fashion inevitably moves onto the next trend, K-Swiss' executive team thinks it's getting well positioned for the future.

"Ultimately, the Nineties-era trend, it's not a long-term play necessarily. Heritage classics is a long-term play. It'll peak and trough, but it won't go away," Waters said. "There will be a piece of our business that will remain on an ongoing basis as it has for years, but right now it's in its peak. We have a secondary line of work that we're doing which is around a modern brand platform so there's two sides to our coin: One is what was K-Swiss and what's the real heritage. Then there's the modern side, which is this culture we're tapping into of entrepreneurship, and it's our belief that the aspirations of young people are fundamentally shifting in front of our very eyes."



The brand is set to release a summer heritage collection.

Amazon, Walmart Expand in Fashion

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millions of Amazon Fashion customers."

Walmart, meanwhile, has been revamping its private brand offering and picked up some more fashion expertise. The company confirmed it is working on a consulting basis with Stefani Greenfield, who cofounded Scoop NYC, the now-defunct but in its time ubertrendy fashion retailer. Walmart also owns the Scoop NYC trademark, although it's not clear how it is going to be used or if it is perhaps lying dormant and a relic of the company's 2016 acquisition of Jet.com.

Amazon's European luxury networking and Walmart's connection to Greenfield and Scoop, which have not previously been revealed, come amid broader growth initiatives that make clear both companies see the higher-end of the market as open territory in their tit-for-tat battle for bricks and clicks.

Online, at least, Amazon has the advantage for now, but Walmart is coming on strong, buying Jet, Bonobos, ModCloth and Moosejaw and linking with Lord & Taylor.

The two consumer giants face similar problems as they venture up into higher-end fashions.

Both are seen as master operators with deep experience in logistics and all the things one needs to be not just big, but huge. But they both have reputations as tough competitors looking to build their own share while squeezing suppliers and taking over new businesses once they learn them from partners.

Executives at designer businesses also worry their high-end brands could loose



An Amazon Fashion TV ad.

their luster with such mass distribution since, face it, neither Amazon nor Walmart has an elevated image.

But the rules are changing and much about online remains unsettled. The web is more about the kind of convenience that the giants can offer and does not rely as much on well-appointed bricks and mortar, although players such as Net-a-porter and Farfetch have succeeded in creating online presences with a more

sophisticated feel.

Jeff Bezos' Amazon has been dogged in courting the luxe set, for example, when its flurry of fashion week sponsorships and a turn at the Met Ball didn't lead to a rush of designer deals.

The big brands remain wary of the digital giant, but sources familiar with Amazon in Europe said the company has been hotly pursuing a luxury strategy, shifting from one approach to another looking for an opening.

Several sources said the company has courted top executives at the leading luxury brands, floating an idea about a concession model that would give them direct access and the ability to target the millions of shoppers who use Amazon. (Research has shown that half of all product searches online start on Amazon, at least in the U.S.).

Market sources said Amazon has been circling around and reaching out to luxury brands in Italy and elsewhere, but that it has been met with resistance. "There is some hesitation and wariness concerning positioning and pricing," said one source.

When the brands proved reticent, sources said Amazon moved on to multibranded European retailers and has found some success there.

Amazon is said to have suggested that multibrand retailers can set up an online shop to sell designer and luxury goods. One source said shop names would be generic, so the retailers don't have to worry about harming their relationships with the brands.

However, that approach could have its risks since one source close to a luxury brand noted that they would cut off any of their retail partners that sold to Amazon, adding that brands already have to battle with department stores to make sure they don't undercut them with their online offer.

The web giant is said to have set up offices in Germany and to have hired fashion buyers – but no big names – who can deal with orders. It is looking to get about 10 European multibrand stores on board before it launches a test phase, and it is gearing up to do that soon.

This is seen as an effort by Amazon to convince designer brands that its platform can be used to sell high-end looks at both scale and full price.

But industry observers in Europe are

skeptical that Amazon could truly play at higher fashion price points without creating a separate, stand-alone platform to create the right, and rarified, environment for the brands.

"I really think this depends on the environment they will be able to create – if they can have the key luxury brands grouped together and create a luxury feeling as the other luxury e-tailers such as Matchesfashion, Net-a-porter or Mytheresa are creating – why not?... But I guess this will still take some time," said one source.

Amazon's not the only tech giant with a growing interest in fashion. Alibaba has sought to cozy up to the industry and is becoming more active in New York Fashion Week and taking steps to better police its marketplace for counterfeits. And that company's chief competitor in its home market of China, JD.com, last year invested \$397 million in Farfetch to gain access to brands on the luxury platform – an approach that appears to be very similar to what Amazon is trying to pull together.

These are the new global competitors for the consumer. And while Walmart has stores around the world, the retailer is playing a new online game and the brick-and-mortar leader is still positioning itself.

Bonobos founder Andy Dunn is overseeing both his brand and ModCloth and is looking for more digital natives to buy and plug into his ecosystem.

At the Shoptalk tech conference, Marc Lore, the Jet founder who's now president and ceo of Walmart's U.S. e-commerce division, said the company had a two-part mergers and acquisitions strategy.

"The first is buying specialty retailers that could help us get the fundamentals right on both Walmart and Jet," Lore said.

The other is to pick up brands that have a deep well of content and vendor relationships and merchandising expertise in what he called "long-tail categories."

"We're looking at and talking to more companies now than we ever had," Lore said. "So we're definitely in acquisition mode."

Just where that hunt for deals takes Walmart is an open question. But to compete online with Amazon and the other digital giants, Walmart might have to keep building out the fashion business by moving up the price scale.

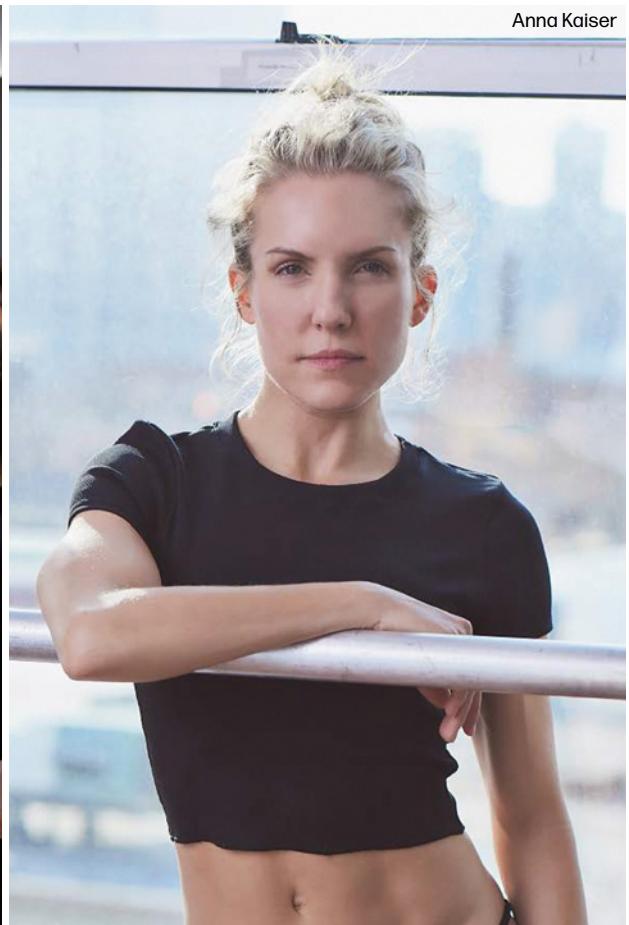


Walmart has been freshening up its approach to private labels.



The Scoop NYC logo.

Equinox and Glossier's event for the launch of the club's The Muse group fitness class.



Anna Kaiser

BEAUTY

The Fitness World's New Three-Step Plan

- The fitness, wellness and beauty spaces are converging.

BY RACHEL STRUGATZ

Fitness, wellness, beauty brand.

That appears to be the new trajectory being adopted by a fitness industry eager to intersect with the multitrillion-dollar wellness movement and multibillion-dollar beauty world. Trainers as well as studios and gyms ranging from boutique to big box are looking to extend their reach beyond the actual workouts they're peddling, whether it's creating protein powders to fuel the body from the inside out or segueing into beauty, from linking with Gen Z and Millennial favorite Glossier to formulating stand-alone skin-care brands.

"To say there's a convergence of fitness, wellness and beauty is an understatement. They are all the same," said Vimla Black Gupta, chief marketing officer at Equinox, who called the club's motto, "It's not fitness. It's life," a prescient metaphor for the current melding of the three sectors.

Before joining the fitness behemoth in December, Black Gupta spent nearly two decades in the beauty space, including 10 years at Procter & Gamble and nine years at the Estée Lauder Cos. Inc., where she most recently was the global senior vice president of marketing at Bobbi Brown.

"At the end of the day, people want to look good, they want to feel good, they want to perform at their best, whether it's beauty or their overall medical health or aesthetically how they look. That's the holy grail – and it's all the same," Black Gupta continued.

To coincide with the launch of Equinox's The Muse group fitness class that bowed in January, a series of events in partnership with Glossier took place in New York,

San Francisco, Chicago and London. The brand's Perfecting Skin Tint, Haloscope highlighter, Cloud Paint blush, Boy Brow and Soothing Facial Mist were among the products sampled at events. Additionally, influencer Rocky Barnes hosted an event to celebrate the new class with beauty content and e-commerce site Violet Grey at Equinox's Miracle Mile club the same month.

For Equinox, the premise of fusing fitness and beauty started to take shape nearly a decade ago when the club partnered with L'Oréal-owned Kiehl's in 2009 to offer its products in all locker rooms.

"We didn't say it's fitness or it's beauty – it's life. If you want the best fitness experience why wouldn't you want the best beauty experience? That precipitated us launching Kiehl's," Black Gupta said.

Apparently Equinox was onto something. Earlier this year at a wellness panel at the annual Financo Forum, Mindy Grossman, chief executive officer of Weight Watchers and former ceo of HSNI, said the wellness industry is approaching \$4 trillion and growing at a rate of 15 percent.

But what's changed since Equinox outfitted its locker rooms with prestige skin, body and hair care is a proliferation of digital that caused these categories to intersect even more. Because of social media and an onslaught of trainers and makeup brands and artists, the fitness and beauty worlds have become more accessible and democratic.

"It's fueled both industries separately, but also jointly. Customers are hopping fluidly from fitness into beauty, beauty into wellness in general and there's a convergence happening all day long. I don't know that the consumer is separating them. They just want to be their best self," said Black

Kirsty Godso



"People want to look good, they want to feel good, they want to perform at their best, whether it's beauty or their overall medical health or aesthetically how they look. That's the holy grail – and it's all the same."

— VIMLA BLACK GUPTA, EQUINOX



Glossier's Cloud Paint.

CONTINUED ON PAGE 7

Alexandra Bonetti Perez
is the founder of Bari.



Megan Roup



Tracy Anderson

CONTINUED FROM PAGE 6

Gupta, who didn't rule out an Equinox line of beauty products in the future.

Most notably, the social media boom, especially Instagram, has given birth to a new crop of "celebrity" trainers, the best known being Australia-based Kayla Itsines, whose *Sweat With Kayla* app has amassed a cult following globally. Concurrently, the digital age has bred a number of instructors who've skyrocketed to social media fame because of influencer clients. An influencer posting a photo – or even better, a video – of their workout can instantly result in said instructor's future classes completely selling out instantaneously. And not surprisingly, this new guard of trainers – Megan Roup, Amanda Kloots and Nike master trainer Kirsty Godso among them – have launched or is in the midst of developing product. For Roup and Kloots, these are "sliders" and a jump rope that correspond with their signature workouts, respectively. For Godso, "Made Of," a whey protein isolate powder, will come out later this spring.

"Trainers are no longer just asked for workout and nutrition tips, but their favorite beauty products, from skin care to supplementation to treatments such as infrared saunas, facials, acupuncture and more. There's such a need for transparency in an industry that is cluttered with products and promises. I'm a big believer of 'you are what you think,'" said Godso.

Roup called health the new wealth currency. For her, if fitness is a priority, so is one's wellness and beauty routine. In addition to her sliders, which she designed so clients can do her workouts on the go via fitness live-streaming service Obé, she plans to introduce more equipment and hopefully link up with a beauty brand.

While Roup, Kloots and Godso are gaining steam, Tracy Anderson remains the gold standard of trainer-turned-lifestyle brand. Her signature Tracy Anderson Method – a mix of dance cardio and sculpt workouts – has become a household name, due largely to a celebrity clientele that spans Gwyneth Paltrow and Jennifer Lopez to Victoria Beckham and Robert Downey Jr. Anderson maintains six studios across the country and a seventh is slated to open in Madrid this summer. Outside of her studios, Anderson broadened her reach even further when she started offering online streaming

and DVDs, of which there are more than 170. In 2016, she introduced a line of bars and shakes in Target, and she's said to be currently working on a beauty line that's in the formulating stages, with plans for a release later this year.

A spokesperson for Anderson wasn't able to provide any more details about the trainer's entrée into beauty.

Anderson is just one trainer on the lifestyle brand track. Last week, Xponential Fitness – private equity firm TPG is an equity partner in Xponential – acquired New York-based boutique studio AKT, founded by Tracy Anderson alum Anna Kaiser.

"We now live in an Instagram world and so much of that is visual. When I opened the studio the most important thing was the product and having a great fitness experience and educated and passionate founder and filling a void in the marketplace," Kaiser said of opening her first studio in 2013.

"Now it's very much about the image. Back then we didn't have social fitness influencers developing brands without an actual studio location or fitness methodology. It's more about their look and opinion and their collaborations with others," she continued, noting that the plan is to open 25 studios in the first 12 months.

Anthony Geisler, CEO of Xponential Fitness, said there are plans to open hundreds of franchised locations of AKT nationwide in the near future. Club Pilates, CycleBar, Stretch Lab and Row House comprise Xponential's portfolio, but AKT is the first

dance-based concept in the group.

"Look, I see them together," Geisler said of fitness studios segueing into beauty product. "We're going after the same customer." He admitted that he has yet to see a fitness studio or club successfully venture into retail or beauty – yet.

And Kaiser could be among the first to do so.

She maintained that a beauty collaboration is in the works, but was mum on specifics other than that it is launching later this year. In the meantime, AKT will debut a brand refresh in May with visuals that focus more on wellness and a "360-degree lifestyle brand" that extends past fitness.

Alexandra Bonetti Perez, founder of Bari, a boutique fitness studio in TriBeCa, said rolling out digital streaming service Bari TV is the first step toward product. Starting April 2, Bari's sculpt, bounce and dance classes will be available online, with plans to upload 10 to 15 videos per month.

"The biggest shift in beauty is that now it starts inside your body – how you treat it, how you nurture it and how you eat. I mean that from a very superficial and also from a deep-rooted, connection level," Bonetti Perez said. "What that does intrinsically is put value on your health because you can't look, play or feel that part. When people start treating their bodies better and eating better and working out it doesn't matter if you started doing it because of a superficial reason. You eventually feel so much better. That's the power of health."

Bonetti Perez would one day like to get into supplements and body and skin care that falls into the natural category.

"Wellness is booming. It includes the purchasing of athletic apparel, footwear, gym membership, healthy food, and organic and clean cosmetics. The umbrella is wellness," said Jane Hali, CEO of Jane Hali & Associates, a retail investment research firm.

Hali said a desire to not only look good but "feel good" has spawned a demand for transparency, especially with respect to ingredients found in skin care and cosmetics.

But how far can these founders and fitness brands extend?

While some consider the industries so intertwined that they're one and the same, Marc Magliacano, a managing partner at private equity firm L Catterton, still thinks brands should proceed with caution.

Today, a rush to establish a "lifestyle brand" has sent founders in the fitness and beauty spaces scrambling to try to encapsulate everything they offer in health and/or wellness under one brand. But despite this, he believes brands should tread lightly when expanding into additional categories because people only have that much room in their lives for any one brand.

"If you want fitness you may go to Equinox, if you want skin care you may use Elemis, if you want body care you may use Bliss, if you want meditation you may use Headspace. People want to have the option to go curate and edit their own wellbeing, and we know Millennials do," Magliacano said, citing a handful of L Catterton's investments. The firm's portfolio has cornered the market when it comes to a cross-section of fitness and beauty brands, which in addition to the above include Pure Barre, Peloton, Sweaty Betty, Cover FX and Tula.

To him, building a true lifestyle brand means creating "something with meaning to the consumer that's relevant in the life of a consumer"; it doesn't mean that one lives their entire life around a brand, but merely that a brand is meaningful in one's life.

It might sound nuanced, but this differentiation could be where companies are missing the mark when trying to quickly branch out into other – yet related – categories.

But most importantly: the market still has to figure out if consumers want their boutique fitness studios to also create their protein powder or moisturizer.

"The biggest shift in beauty is that now it starts inside your body – how you treat it, how you nurture it and how you eat. I mean that from a very superficial and also from a deep-rooted, connection level. When people start treating their bodies better and eating better and working out it doesn't matter if you started doing it because of a superficial reason. You eventually feel so much better. That's the power of health."

— ALEXANDRA BONETTI PEREZ, BARI

The ath-leisure trend is making its way into body care with products that aim to benefit skin, as well as muscles.



BEAUTY

The Ath-leisure Movement Hits Body Care

- Products that combine muscle-relief benefits with skin care are resonating with consumers.

BY ALLISON COLLINS

The wellness movement is at it again.

This time, it's hit body care — where lotions, oils and bath salts that target muscle recovery, overall relaxation and portability are gaining traction, following the emergence of workout-withstanding makeup a few years ago. In the body-care segment, products in the market include The Nue Co.'s Magnesium Ease spray, Lord Jones' High CBD Pain and Wellness Formula Body Lotion, Weleda's arnica-focused body collection, Yuni's Shower Sheets and the entire Sweatwellth line, which launched in February.

There's more white space in the category, experts agree, especially as it relates to beauty.

"If you think about all the categories that could fit into the space — nutritional products, beverages, clothing, travel, beauty, preventative and corrective products, all the way to the extreme of health treatments and services — this is an area, particularly on the personal care side of

things, where lots of companies have the opportunity to play if they understand the nature of this consumer," said Wendy Liebmann, chief executive officer of WSL Strategic Retail.

While muscle relief and relaxation products are by no means a new thing — Icy Hot and Tiger Balm have been around for years — the new generation of launches aims to provide more traditional beauty benefits, like skin hydration, in addition to workout benefits.

"If you think about 'what is Icy Hot,' it kind of is that same concept, but bringing it more into the prestige angle...active body products have existed for a while, but they were more mass," said Larissa Jensen, beauty analyst at the NPD Group.

"There's an audience for these products who want them to be more beautiful, if you will, or more sophisticated, but also, more relevant," Liebmann said.

Jensen and Liebmann agree that the new crop of products is an indication that brands are reacting to the proliferation of the wellness trend, but data on consumer adoption of these products is hard to nail down. While NPD doesn't track ath-leisure body care specifically, body care as a broader segment has been growing quickly — for 2017, prestige body care was up 13 percent, to \$286 million. Body

moisturizers grew 5 percent, with \$128.6 million in sales; body cleansers grew 17 percent, with \$50.6 million in sales, and body exfoliators gained 42 percent, with \$23.7 million in sales, according to NPD.

There is demand for ath-leisure-oriented body products, according to Bluemercury founder and ceo Marla Malcolm Beck. "We call it gym-spiration, and we've been doing e-mails for a couple years now, showing [customers] good products that work for the gym," Beck said. "The original concept was portability — it could be long wear, a multitasker — but we're seeing more and more products designed specifically for the gym or your workout bag."

"Because we've moved to such a healthy, ath-leisure lifestyle, the client is demanding these products," Beck said. "No-shower shower — that could be a new category." (Like no-makeup makeup, except for bathing).

One line that Bluemercury stocks — Yuni ("when we saw Yuni we had to carry it," Beck said) — specifically makes products geared toward wellness-oriented, active consumers, or those looking for shower workarounds. At Bluemercury, the brand's waterless Shower Sheets, \$15 for a pack of 12 individually wrapped sheets, are its bestseller, followed by Chillax Muscle Recovery Gel, \$18, according to Beck.

Yuni was founded by husband-and-wife duo Emmanuel Rey and Suzanne Dawson in 2015. Before Yuni, where he serves as founder and ceo, Rey worked for L'Oréal and then the Estée Lauder Cos., and Dawson worked for LVMH Moët Hennessy Louis Vuitton, Murad and Aveda. The idea for the brand came about when the couple took a year off to travel and were talking to fellow yogis about their personal-care product preferences, according to Rey.

"In those years, the whole apparel movement and brands like Lululemon... were exploding, we were intrigued by the fact that nothing had happened in beauty," Rey said. The surveying continued when the couple settled down in California and

started asking people there what they wanted from products. The answers were: to save time, enhance performance or recover faster, and relieve stress.

When Yuni first launched, the products, which contain ingredients like aloe and green tea, were well received by the natural set, Rey said, but now, more mainstream retailers have jumped onboard. Neiman Marcus has launched a wellness section, as has Nordstrom, which sells things like The Organic Pharmacy's Arnia Sore Muscle Oil, Pursoma After the Class Post Workout Soak and Aromatherapy Associates' De-Stress Muscle Gel.

Yuni is also part of the Nordstrom assortment, and is also sold at Macy's.

"In the case of Macy's that has a wide range [of products], they told us they were interested in any products that would be different in their function and would bring a solution for very specific issues — like saving time or relieving stress," Rey said.

The brand also sells through Sephora in the U.S., and just launched in Sephora Australia.

Distribution expansion is boosting Yuni's sales — the brand is projected to grow by 65 percent for 2018, according to industry sources. The business is also working on a multi-purpose and intentionally portable skin-care line that will be launched over the next few months, Rey said.

Yuni is just one of several brands working their way into the active body-care space. Another, Sweatwellth, just launched a line on its e-commerce site in February.

Born out of the team at Boom Creative Development, which develops private-label personal care and beauty products, Sweatwellth's line aims to cool, repair and rejuvenate at the same time as it keeps skin hydrated and moisturized, according to Paul DeGaetano, president.

"We saw a lot of beauty brands and beauty companies capitalizing on the health and wellness trend...but a lot of them are doing it in a way that is more

CONTINUED ON PAGE 9

The Ath-leisure Movement Hits Body Care

CONTINUED FROM PAGE 8

convenient with their product lineups,” DeGaetano said, adding that businesses often add waterproofing or SPF protection to their lineups. So when it came time to develop Sweatwellth, the goal was to create products meant to “aid and enhance physical activities and workouts,” he said. But it’s not meant to replace all existing products, he noted.

The lineup includes No Sweat Pre-Workout Hydrating Spray, \$25, which aims to minimize moisture loss through skin and hair; Awesome Chalk Ultra Grip Spray, \$18, which is meant to be used during workouts as a grip spray (instead of a chalk bucket); Power Shower Post Workout Cleansing Spray, \$25, a post-workout shower spray; Hydra Drench, a \$20 facial mist with hyaluronic acid; Friction Free, an \$18 antichafing spray, and Lip Quench, a lip balm with SPF 25, \$12.50.

“[People] aren’t using it when they’re going out in the evening or going to work – it’s meant for going to, or during, or post a favorite exercise that’s causing them to sweat,” DeGaetano said. “These are helping enhance those activities.”

The Nue Co., a food-based supplement line that sells on Net-a-porter, has also gotten into the ath-leisure space with its Magnesium Ease spray, which launched in November. Magnesium Ease shoppers tend to pair the product with the brand’s \$75 Sleep Drops, founder Jules Miller noted.

“The idea of consuming nutrients or supplements through your skin is actually a really old concept, but brands are adopting it and giving it a new look,” said Miller. “If you’re going to give up smoking, you’ve got a patch on your skin.”

Magnesium Ease’s spray format is intentional. “In this case, it was very much, ‘We wanted to develop a product that would help with muscle recovery, let’s look at the best way to do that,’ and in this case, it was a spray that was going to be absorbed through the skin.”

The Nue Co. isn’t the only company translating age-old rituals into modern products – a handful of firms that make elevated active body-care products have been making them for years. These days, though, they are noticing a particularly solid alignment with the wellness-oriented shopper.

For Weleda, the Swiss natural skin-care business, the active body-care journey started in 1925, when it launched Arnica Muscle Massage Oil. The product sold well, consistently, and in 2015, the brand built out the Arnica line with a Sports Shower Gel and Muscle Soak.

“Ath-leisure as a trend is just continuing to evolve and it’s growing and incorporating more and more parts of people’s lives...now it’s getting into skin care and body care,” said Rob Keen, the brand’s CEO and general manager of North America. “Weleda has always viewed wellness and personal care as one.”

“When we built out the line...we realized that after all this time, the [Arnica Muscle Massage Oil] is still one of our highest-selling items,” said Keen.

For Ahava, getting in on active body care was more a question of product positioning than anything else. The brand now promotes its Dead Sea Salts and Mud as products that can be used surrounding workouts for easing muscle tension and soothing. The Dead Sea minerals in Ahava’s line can contribute to “reduction of soreness and also that joint pain and stiffness that goes with a post workout,” said Beth Ann Catalano, president of Ahava North America. The products aren’t



Sweatwellth's products are intended for use before, after and during workouts – not meant to replace other body-care products.



new, but the brand's comfort level with talking about them as it relates to exercise certainly is, according to Catalano.

“It’s not something necessarily that we’ve always put on every single advertisement we’ve ever done with body mud – it’s a sticky wicket – you get into the world where doctors think they should be,” Catalano said. “We’ve been very confident as of late to talk more and more about the reduction of inflammation and how just one ingredient can transform your bath from relaxing to healing.”

The wellness and active-lifestyle space is not new for skin-care brand ELEMIS either. On the company’s web site, consumers can shop by concern, and under the bath & body tab can select sports & muscle ease to get straight to their muscle-relief needs. The company’s lineup includes Devils Mint Body Scrub, \$47.50; Sharp Shower Body Wash, \$35; Musclease Active Body Oil, \$63.50; Musclease Herbal Bath Synergy, \$179; Instant Refreshing Gel, \$55.50, and Aching Muscle Super Soak, \$63.50.

“It’s about making sure when you’re designing a product you’re really thinking about the performance, but the decadence as well,” said ELEMIS founder Noella Gabriel. “I want that chosen product to be in your gym bag, I want it to be in your travel bag, I want it to be on your dressing table and I want it to be in your handbag. The true definition of a wellness product is a product that moves through your lifestyle to support your lifestyle challenges for your body and your skin. This is something we’ve always had, and in some ways, I think people have grown into the concept.”

Alba 1913 has also been around, with products that have ath-leisure leanings, for a while. The Polish brand launched Tension Release Spray – which aims to ease body and mind with essential oils and other ingredients – into the U.S. market in summer 2017 (before that, the product was distributed through yoga studios in Japan, according to CEO Lukasz Rychlicki).

“It’s a fairly old formulation that my

No-shower shower products are one of the emerging subcategories in ath-leisure body care.

mom modified...you spray it on the sore element of the body and it absorbs on its own,” Rychlicki said. “We didn’t expect it to be, but it’s one of our bestsellers.” Alba 1913 is slated to hit Anthropologie stores in April, Rychlicki said, and the products are also sold online.

More retailers are dipping their toe into the ath-leisure body-care category, gradually building up assortments of “gym-spurred” products – from easily portable items to those specifically designed for pre- or post-gym use. But traditional beauty retailers aren’t the only places that should be getting in on this ath-leisure action, according to Liebmann. The broad interest in wellness gives other types of stockists – like gyms and athletic apparel stores – an opportunity to get into beauty.

“It’s got to be the place where the shopper intuitively thinks about as the place for them to get these kinds of products,” Liebmann said, noting retailers should “follow the shopper.”

“What’s the point at which somebody would say, ‘I have this X, do you have a solution for it?’ At the gym, with the immediacy of it, there’s a product for you.”

Lord Jones, a CBD (and sometimes THC)-infused luxury product line, is one of the brands that has made its way into nontraditional retail outlets. The brand has partnered with Equinox to offer a Higher Healing Workshop using its CBD lotion, which aims to reduce inflammation while providing traditional moisturizing benefits.

“The way we position the product is first and foremost, as a health and wellness product,” said Cindy Capobianco, Lord Jones cofounder. “We have teams of cyclists and all kinds of professional athletes who use it prior to playing a game, running a race, cycling, playing tennis – whatever their sport is.”

The target customer for Lord Jones is a “wellness pioneer,” Capobianco said.

Lord Jones has also found another nontraditional outlet for its products – The Standard Hotel. Soon the brand’s lotion will soon be sold through the Standard Hotels in downtown L.A. and Hollywood, before gradually making its way into 1,000 hotel rooms across the U.S.

“This is not a tiny bubble,” said Liebmann. “This is a hint of a bigger movement that is going to be an increasing opportunity for companies to think about.”

LAUNCH PAD

The Category's Rising Players

- The ath-leisure fad hits the beauty market as brands offer products that are meant to improve physical performance and aid in recovery.

BY LAYLA ILCHI

**SWEATWELLTH**

LAUNCHED: February 2018

Sweatwellth is putting an ath-leisure spin on beauty products. The treatment and performance line is created with an encapsulated technology that is motion activated, which is meant to improve the user's performance during a workout. "We knew there needed to be some real development and formulation to have a point of difference in the marketplace," said Rebecca Killian, executive vice president of creative, design and product development. "Everything is developed to help the active person perform at their max. They won't be as sweaty and tired and they'll recover faster." Some of the brand's products include Friction Free, an anti-chafing spray that has anti-bacterial and skin repairing properties, and Power Shower, a cleansing spray that refreshes and cools the skin after a workout.

Sweatwellth offers six stock-keeping units and is available on its web site.

Ath-leisure's prominence in the fashion industry has made its way to beauty. Heritage brands and newcomers are targeting the active customer with products that tout soothing and pain-relieving qualities thanks to an array of herbal ingredients and plant extracts. Here, a look at some brands betting big on the ath-leisure beauty trend.

**ALBA 1931**

LAUNCHED: January 2006

A family business that's more than 100 years old, Alba 1931's relaunch in 2006 under Łukasz Rychlicki, grandson of the original founder, furthered the brand's commitment to natural formulations with galenic roots. "We are building a timeless, multi-gender and health-promoting brand that vows to stay true to its values," he said, noting the brand targets active individuals focused on healthy lifestyles. To formulate the all-natural products, the brand looks

to plant extracts and essential oils with antibacterial, soothing and protective properties. While the brand offers an array of typical beauty products, many others cater to consumers with active lifestyles, like a Tension Relief Spray, Galenic Leg Soothing Rub and Refreshing Foot Protection Spray. The brand is working on new formulations with two face peels launching later this year.

Alba 1931 offers 16 stockkeeping units and is available at Shen Beauty and the brand's web site.

**YUNI**

LAUNCHED: September 2015

Founded by two yoga instructors and natural beauty enthusiasts, Yuni was created for the active person. "While people started to adopt a lifestyle in the quest of health and wellness, it made sense to offer products that would help them in this journey," said Emmanuel Rey, who founded the brand with his wife Suzanne Dawson. "After studying the needs of active people, we discovered three

key needs related to the lifestyle: saving time, enhancing performance and relieving stress." The products take inspiration from yoga with names, like My Om World, Pocket Savasana and Count to Zen. They are also meant to be used before, during or after workouts with products like a muscle recovery gel, no-rinse body cleansing foam and balance aroma concentrate.

Yuni offers 11 stockkeeping units and is available on its web site and at specialty beauty retailers.

**AHAVA**

LAUNCHED: November 1988; acquired by Fosun in April 2016

Since its launch, Ahava has been committed to offering quality natural products by using ingredients derived from the Dead Sea. "Ahava has always been a natural brand, not because it was trendy, but because it was the right thing to do," said Beth Ann Catalano, president of Ahava North America. "The Dead Sea has always been considered a source of skin benefits and healing, but you had to physically get there to benefit." Ahava uses mineral-rich salts and mud from the Dead Sea that boast moisturizing and nourishing benefits, but also work to soothe and de-stress the body. For example, the Dead Sea Bath Salt is said to ease muscle tension and the Roll-On Mineral Deodorant is meant to soothe and protect the skin while preventing odor.

Ahava offers 120 stockkeeping units and is available on its web site and at Ulta Beauty.

**THE NUE CO.**

LAUNCHED: January 2017

At the forefront of the ingestible beauty craze, The Nue Co.'s mission is to offer supplements made from organic food. "We take tried and tested vitamin formulations, but remove all unnecessary preservatives, bulking agents and fillers, and replace the synthetic actives with powerful organic foods," said Jules Miller, founder and chief executive officer of the brand. "The result is a

supplement that your body recognizes and is easily digested and absorbed." While The Nue Co. isn't marketed as an ath-leisure brand, its products fall into the trend. For example, Energy Food + Prebiotic is meant to give a natural boost of energy while also helping with digestion and Milk Protein + Gut Food is said to help with muscle repair.

The Nue Co. offers 10 stockkeeping units and is available at Net-a-Porter, CAP Beauty, The Line and the brand's web site.

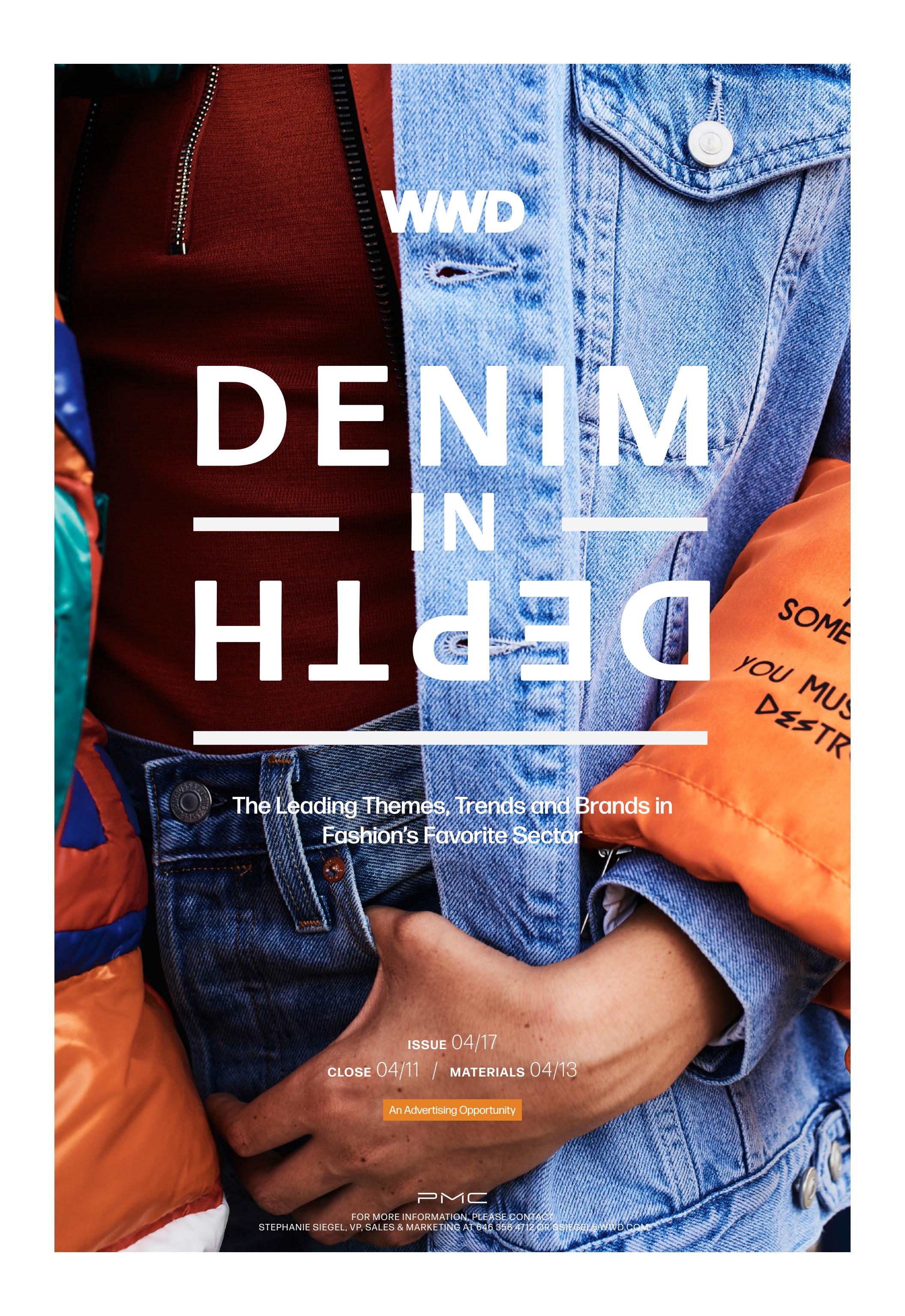
**LORD JONES**

LAUNCHED: January 2016

While cannabis oil has become increasingly used in beauty products, Lord Jones was one of the first modernized brands to bring products to market using the ingredient. The brand's products include varying amounts of THC, the chemical compound responsible for marijuana's psychological effects, and CBD oil, which is said to have pain relieving and anti-inflammatory benefits. "We wanted the product to be so well formulated and

packaged that it could sit on the beauty counter at Barney's or at an artisan confectionary," said Cindy Capobianco, cofounder of the brand, who saw a lack in the beauty offerings at medical marijuana dispensaries. "We wanted to launch a trusted, transparent and nourishing skin-care line that harnessed the properties of CBD." Next, the brand plans to enter international markets.

Lord Jones offers eight stockkeeping units and is available on its web site.



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FASHION

Gyms, Fitness Studios Muscle Into Firmer Footing at Retail

With health and wellness hot, centers are wasting no time firming up and fashioning a new retail story.

BY KARI HAMANAKA

Gyms have really whipped themselves into shape when it comes to perception in recent years of what a fitness center can be.

They're the new darling of anchor tenants at some malls, a way of life in many parts of the world and they're increasingly becoming retailers as business models mature and diversify over time. Retail outposts found within gym chains and boutique fitness centers are no longer last-resort pit stops to nab a forgotten bottle of water or sweat rag. Gyms are pushing forth with far more diverse businesses, bolstered by consumers' lack of time and society's acceptance of leggings as perfectly valid for public consumption.

"[With] the shift in terms of culturally how people spend their money today, health and wellness has become the new status symbol," said Equinox vice president of retail Annie Walters. "It's not so much about what Gucci or Chanel bag you're carrying."

Instead, the executive said, by way of example, it's now about what up-and-coming fitness brand one is wearing, and Walters would know as she sits atop an interesting perch, having joined the luxury fitness chain about six months ago from Saks Fifth Avenue. Before her decade there, she also clocked time at Bergdorf Goodman and Neiman Marcus and has seen the shift in the industry.

She's been putting her skills to use, helping Equinox retail — ranging anywhere from 250 square feet to more than 1,000 square feet — with a major reshaping that's called for elevated assortments, increased casual brands into the assortment, personalized shopping experiences and playing up a fashionable point of view. It's about helping guests with their wardrobes rather than a space for what Walters dubbed "forgettables" — those water bottles, towels or other quick-hit items often left at home or the office necessary for a workout. With most of the New York-headquartered company's retail business hovering around 55 to 60 percent women's, Walters thinks there's plenty of room for the business to grow with men's.

She's not the only one hailing from traditional retail and lending her expertise to the burgeoning gym retail segment.

Laurie Sasser, a consultant for the six-studio Los Angeles area boutique chain Hot 8 Yoga, handles the retail partnerships for Hot 8 and also works on behalf of other fitness studios in need of some help building out their stores. In Sasser's past life, she worked in the couture space at Neiman Marcus Beverly Hills.

"The same clients who are walking into Neimans down the street and buying a \$1,000 dress or a look from me, they're walking into hot yoga studios, a book club or another lifestyle community," Sasser said. "That's what's different nowadays versus 10 years ago. People are spending much less time in department stores and they are buying in their smaller lifestyle communities. Hot 8 Yoga might be the only place people walk into where they're

Peloton showroom at the Mall at Short Hills.



Inside one of Hot 8 Yoga's studios.



The Bar Method in Dallas.

seeing product. Many people don't even go to department stores now. They order online. But if they're going to yoga anyways, all of a sudden that becomes the new format for brand exposure."

Hot 8 is small relative to some chains with six locations, but its owner is thinking big and is set to launch an online shop this year that will work in tandem with the physical studios and Instagram. The company's also seen growth in the past year with expansion into wellness products such as protein powders, topical creams, beauty or anything else consumers with discretionary income are buying.

"Any lifestyle community is a luxury community," Sasser said. "If someone is able to spend \$200 a month on a membership, maybe they spend on four or five pairs of yoga pants a month. All of a sudden you are in an elevated, luxury community."

The Bar Method's also seen success with the addition of the nutrition category, said the San Francisco firm's chief executive officer Jay DeCoons. That's meant experimenting with companies such as Daily Harvest, a frozen meal delivery service focused on unprocessed, unrefined options. The CEO pointed out companies in the fitness space whose retail is accounting for 15 to 20 percent of overall sales is doing well. The Bar Method, he said, is still under 10 percent and hasn't maxed out the potential to grow retail's share of the revenue pie.

"The ath-leisure trend is real and sustainable in my mind," DeCoons said, adding he's seeing more and more members wanting shorter classes under an hour as fitness routines continue to be the norm within their day, calling for garments to do double duty across day parts.

"I even look at the trends around the work at home — the WeWorks of the world. It's a lot less formal and structured, and I don't think it's going to go back," DeCoons said.

As that continues to be the norm, shoppers are becoming less interested in pieces

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with emblazoned logos. Instead, they're demanding more curated, seasonal collections, DeCoons said.

"It's not about smacking The Bar Method on a cheap product," he said. "They want quality and they're willing to pay for quality."

Los Angeles-based Yoga Works Inc., which went public in August, followed by an acquisition streak of smaller studios, has taken its retail strategy a step further acting as a purveyor of sorts for new brands across categories throughout its 66 studios.

"We definitely feel that there is an interest in retail spaces for something other than just convenience," said Megan Watumull, Yoga Works director of retail.

Yoga Works, as part of its retail strategy, cycles in pop-up shops featuring local artists, running the gamut from jewelry to journals.

"It's really an opportunity for somebody who is local or hyper-local to present their product to consumers who are interested in furthering their yogi lifestyle," Watumull said. "For us, it gives the student a chance to have a one-on-one experience with maybe a designer or a jewelry maker. It gives that person that face-to-face exposure. It's not just a product on a shelf."

While retail at Yoga Works is exposing its members to new brands, New York-based Peloton launched into retail at the end of 2013 to introduce its own brand to the uninitiated. The company fancies itself a fitness, technology and media hybrid. It's a mouthful and Peloton needed a physical outpost to show what that is, via its boutiquelike showrooms where apparel and accessories are paired with the actual workout equipment.

"By having the apparel there and having a really unique type offering, it was a way to attract people who may have normally just passed by the store," said Peloton chief revenue officer Tim Shannahan. "It's still an attraction for people coming in who may not know much about Peloton and are looking for fitness apparel, but the majority of buyers looking at apparel are Peloton bike users. They have an affiliation with the brand."

Peloton's under way with an aggressive expansion plan for its showrooms, with at least 20 set to open over the course of the next 12 to 18 months in markets such as Ohio, along with existing, heavily populated places such as Los Angeles and New York. These are spaces that ideally are around 1,500 to 2,000 square feet. The company also in the past year began dabbling with a 300-square-foot, micro-store box located in six malls.

"We have a very rapid and passionate member community and our members are craving apparel and products that allow them to express their excitement for the brand so the boutique has exploded this year in a great way and our offering has evolved," Shannahan said.

That's meant a core apparel line of sports bras, shirts and other basics, fortified with seasonal offerings of Peloton-branded gear sometimes done in collaboration with brands or instructors who have strong followings of their own.

Brands are keeping tabs of all this change and responding accordingly.

Gyms and studios are the largest and fastest-growing category of retail buyers attending Emerald Expositions' Active Collective trade show, according to the show's buyer relations manager, Rachel Nobles.

"Our specialty gym boutique and resort business is on fire," said Shape brand director Sheena Mahtani. "That's a space that people are now actually going into and purchasing, whereas before it might have been an afterthought and



A look from activewear brand Shape.

'I might forget a sports bra' or 'I might forget my tank.' Now it's actually a retail destination."

For Shape, which is distributed in boutiques all the way up to larger players such as Peloton and Equinox, the specialty business in the last year went from roughly 20 partners to around 100. The performance-based brand was launched by the fitness magazine of the same name via a licensing deal with Apparel Bridge LLC.

"People go there for things they don't find typically in department stores," Mahtani said. "It's curated."

Ubiquity breeds awareness, which breeds education and the ath-leisure consumer's gotten smarter about materials and pricing.

"In the past, whenever it was a new, unique fashionable brand, it commanded a little bit of a higher price point," Mahtani said. "The consumer now is so savvy and they know when it's a good quality piece and what they should be paying for it. That's one thing a lot of the gyms, boutiques and spas across the board are really honing in on is that price value. I don't think the consumers are more price-sensitive or looking for a deal. It's more along the lines of they're shopping in the traditional way and knowing whether those updates are worth the price. People are going to shop around. People know what things cost these days. Activewear's so saturated it's a little bit easier to do that."

That's made style and exclusivity that much more important in brands' collections in a shift largely mirroring where workouts are going generally, said Onzie Inc. president and owner Kimberly Swarth.

"It parallels that spirit of what's really

happening in these gyms and studios because the workouts are getting more creative, from kettle ball to barre classes to yoga and spin classes that feel like a club," Swarth said.

Swarth's eight-year-old, Venice, Calif.-based business is sold in some 2,000 yoga studios and workout facilities around the world in addition to majors such as Nordstrom and Neiman Marcus. The label's made a name for itself with its bright colorways and cheery patterns, ranging from peacock and leopard to patchwork graphic prints all made in Los Angeles. It's merchandise from brands such as Onzie and other fashion-forward players that will help move the needle for what gym retail looks like in the future. Standards will evolve, but this new breed of retailer would do well to remember why it's seeing success in the first place, which is the community of fitness devotees, Swarth said.

"What needs to be heard is the brand authenticity that needs to speak in this category. It's different than what brands can speak in denim or ready-to-wear," she said. "There really is this thread of authenticity that needs to come forward with not only the performance of the product, but what's behind the brand."

Beyond Yoga chief executive and cofounder Michelle Wahler was recently at a conference for one of the apparel company's fitness partners. It was a gathering of the studio's franchisees and if there are challenges at retail, Wahler heard little of them while at the conference.

"It was amazing how many of the people who just bought franchises were doing so well and they were blowing out their retail," the ceo said. "I keep hearing the retail market is tough, but talking to these



Brands like Onzie aim to be fashion-forward in their offerings.

people, they all had been in business for a year or two, it was just a really positive environment to be in."

Studios notching retail growth are now turning to brands such as Culver City, Calif.-based Beyond Yoga – currently distributed in more than 2,000 doors – to help them in a few ways. Wahler noted she's seeing greater interest in brands able to offer the "third-layer" piece of an outfit that can be thrown on over workout garb to take the wearer from studio to street. The ceo also said smaller studios now work closely with her sales teams, looking to them for guidance on curating the right mix for individual doors that take into account factors such as the local customer and what nearby competitors may be selling.

"The people who have been in it for a while are more savvy, but there's a lot of newcomers," Wahler said.

Other companies, she added, now have corporate buyers who are putting together collections to help streamline the buying process for individual franchisees if they're in need of some help.

Immediates, as in the broader apparel industry, continue to gain importance within ath-leisure. Brands who are nimble will have the leg up.

"Retail is changing and consumers are changing so quickly these days, it's really hard to keep abreast of where they're going," said Australia-based Lorna Jane chief operations officer Anna Fowler. "Where we feel the industry is moving toward and where we're seeing great success is customers are wanting to buy two months out to immediately."

Product being bought and paid for six months out still happens but less and less so, Fowler said.

"If you think about smaller boutiques, they have a smaller portion of the customer base, but that customer is repeatedly coming back. They're looking at not buying debt; they're looking at buying more regularly and obviously showing new styles more frequently."

Lorna Jane sees the bulk of its wholesale business coming from gyms and boutique studios with strong growth in markets, such as the U.S., China and Canada. The company's producing anywhere from 70 to 100 styles each month with the option for buyers to do long lead buys or just-in-time via a Lorna Jane web site.

"The world of dot-com is about changing products; it's not about having the same products all the time," Fowler said.

Online ordering, data analytics, diversifying assortments and more sophisticated merchandising are all flying across the gym retail landscape, and most in the thick of it would agree, the runway for further refinement is long. Anyone who scoffed at the idea of ath-leisure being a fad may want to adjust their perspective. Just ask companies such as the online luxury activewear boutique Carbon38, which just received a \$15 million investment from Foot Locker, or the venture-backed active e-tailer Bandier and its recently launched private label sold exclusively through Net-a-porter. The avenues for growth throughout the segment are diverse as strategies continue to be sharpened.

"It's just starting. This is the natural progression of a market that's been here for so many years," Hot 8 Yoga's Sasser said. "You've had so many brands interested in the activewear and ath-leisure space so there was an influx of brands wanting to get in. That's where we're at now. In a couple of years, people will not only have their stylist for when they're going to the awards ceremony, but they'll have their yoga stylist. They'll have their Pilates stylists. That is the way the industry is going just based on history. It always gets more complex. There's always need for further refinement."

EXCLUSIVE: Ackermann Exits Berluti

CONTINUED FROM PAGE 1

Ackermann said: "I am immensely proud to have been able to put my creativity at the service of this house with an exceptional knowhow, whilst working with a passionate team. I thank them for their commitment."

Berluti added that it would reveal his successor shortly.

LVMH has been reshuffling its decks to keep up with the red-hot streetwear sector, with the nomination in rapid succession of Hedi Slimane as artistic, creative and image director at Céline, where he will launch men's wear; Kim Jones as artistic director of ready-to-wear and accessory collections at Dior Homme, and, just this week, Virgil Abloh as men's artistic director at Louis Vuitton.

Ackermann's surprise departure has kindled speculation that Kris Van Assche could step into the role, following his departure from Dior Homme after 11 years at the helm. LVMH said earlier this month that the Belgian designer would take up a new assignment within the group, but did not provide specifics at the time.

Ackermann joined Berluti in September 2016 – something of a left-hand turn for the Paris-based brand, which accrued a reputation for suave tailoring under its previous creative director, Alessandro Sartori. Ackermann showed his first collection for the label in January 2017.

During his tenure, the designer introduced a more languid, feminine edge into the collections, which were shown on men and women – an attitude personified by Timothée Chalamet, who bucked convention by wearing a white Berluti tuxedo and bow tie to the Oscars ceremony last month.

Arnault, who has overseen Berluti's transformation from an elite cobbler to a luxury lifestyle label for men, has been vying to bring a more casual component to the brand, amid a wider shift in men's wear from uptight suits toward athletic-tinged, laid-back clothes.

Ackermann is a relative newcomer to the men's wear game, having shown his first collection as a guest at the Pitti Uomo trade fair in 2010 and staged his first Paris men's wear show under his own label in 2013.

His signature bohemian style is hinged on fancy dinner jackets, low-slung pants and long, artfully coiled scarves. Ackermann also earned a celebrity following for his sweatshirts and hoodies, with Kanye West and Usher among famous devotees who have fanned his reputation on social media.

Sources said he lacked in-depth knowledge of accessories, which are core to the Berluti business, with footwear and leather goods accounting for around 70 percent of sales, according to industry estimates. The brand is known for its unusual colors and patinas, plus a court shoe fashioned from a single piece of leather without any seams.

During his tenure at Berluti, Ackermann continued to show his signature women's and men's collections, which are produced by Belgian entrepreneur Anne Chapelle.

LVMH does not break down sales by brand in its core fashion and leather goods business group, but reported "solid growth" at Berluti in its most recent full-year results. Industry sources estimate the brand generates revenues in the region of 190 million euros.



Haider Ackermann



Timothée Chalamet in Berluti, Oscars 2018.



A look from the Berluti Men's fall show.

Ackermann earned a celebrity following, with Kanye West and Usher among famous devotees who have fanned his reputation on social media.

"Berluti delivered excellent results in all its markets and opened its first store in Australia. Creative director Haider Ackermann has brought a bold, modern aesthetic to the brand. Berluti's leather goods lines are making strong headway. Footwear saw solid growth and the brand is expanding its range of exceptional products," LVMH said in its annual report.

Son of LVMH chairman and CEO Bernard Arnault, Antoine Arnault assumed the management helm of Berluti in 2011 and set out to create a luxury men's house to mirror such female-driven brands as Fendi and Céline within the vast luxury group.

Today, Berluti counts 52 boutiques worldwide and 23 wholesale accounts, with store openings planned this year in the U.K., Australia and China.

The brand was founded in 1895 by a transplanted Italian and is famous for such celebrity clients as Andy Warhol, Pierre Bergé, Jean Cocteau, Alain Delon, Dean Martin and Yves Saint Laurent. LVMH acquired Berluti in 1993 and added leather goods in 2005.

BUSINESS

Is J. Crew Fixed?

Two years ago, Eliza Cohen wrote a letter to Mickey Drexler on how the apparel company could turn things around. WWD spoke to her about whether the brand has evolved since then.

BY ARIA HUGHES

Eliza Cohen, a 29-year-old retail and marketing specialist who now lives in Austin, has a deep connection with J. Crew. She grew up in New England and as an adult visited its stores frequently – three times per fiscal quarter – and from 2009 to 2012 spent around \$150 each visit.

But that changed around 2013, when J. Crew was knee-deep in fashion with a capital “F,” and started releasing collaborative product with designers like Sophia Webster, who produced a line of shoes with the company that retailed from \$320 up to \$695.

By then Cohen was fed up and decided to pen “How to Fix J. Crew,” an open letter to Mickey Drexler, the company’s chairman and former chief executive officer, with a list of suggestions on how to turn around the brand. But J. Crew is currently trying to win her (and other customers) back. Drexler was succeeded by James Brett and former president and creative director Jenna Lyons is no longer involved.

Numbers are showing signs of hope. The company reported this week that adjusted earnings before interest, taxes, depreciation and amortization, which it considers the best barometer

of performance, in the fourth quarter increased \$13.1 million, or 25 percent, to \$64.6 million from \$51.5 million in the year-ago fourth quarter.

But what does a longtime J. Crew customer think? WWD spoke to Cohen about how the brand is evolving.

WWD: Have you noticed any changes since you wrote the letter?

Eliza Cohen: At the end of Mickey Drexler’s tenure, they tried to go back to basics immediately and they lowered their prices. It was a somewhat one-dimensional approach. He also admitted that the brand had become elitist in their attitude. That’s changed and the approach they are taking is a lot more subtle now.

WWD: In what way?

E.C.: I think the partnership with WeWork is a fantastic way to stay relevant. In partnering with WeWork and the gig economy, J. Crew is able to suggest that they are experiencing a metamorphosis just as workplace culture and fashion is. They are being accessible to people who work at WeWork and are running their own businesses. They are making much wiser decisions, but there is still a way to go. They should probably be working with more influencers or even consider activations at South by Southwest.

WWD: What have you noticed on the product front?

E.C.: They are going back to classics with their heritage collection and being a New Englander, I’m excited about that. But going back to classics alone isn’t going to save them. Ath-leisure has staying power and J. Crew is latching onto the trend in a way that’s still in line with their brand. Working with New Balance on this line

made sense. The partnerships J. Crew used to do were too expensive and not in line with its brand. You can cater to the J. Crew customer and expand who that customer is without leaning on trends too much.

WWD: What about imagery and branding?

E.C.: The web site looks fresher, less stuffy. They are probably taking some pages from Old Navy, but they still have a way to go. Before the new ceo came on I wasn’t shopping there anymore but I’m feeling that change. The J. Crew now is less severe. It’s not as sharp.

WWD: Where did you start to shop once you weren’t shopping at J. Crew?

E.C.: For a while, I wasn’t shopping. But I started shopping at Asos and Nordstrom Rack for designer brands. But I have been shopping at J. Crew a little bit more. If I were to have a day of online shopping, the tabs would be Nordstrom, Aerie, Old Navy, J. Crew and Gilt Groupe.

WWD: What about Everlane?

E.C.: I’ve never bought anything from there. But according to their ceo, they rely heavily on data at the product level to make decisions. And they do so while maintaining a truly versatile collection of apparel. In some ways, they took a similar approach as Lululemon did around 2009 -- innovating versatile products and making tweaks along the way, which keeps the customer interested and fosters a retail environment of scarcity. While capsule wardrobes begin to increase in popularity, versatility is paramount and Everlane has become a powerhouse across Instagram and other influencer marketing platforms. Are they the next J. Crew? We’ll have to see. But they’re making good, dynamic and multidimensional decisions.

WWD: In your letter you suggested that J. Crew tread lightly with Madewell references. Now they are bringing Madewell shops inside J. Crew. What do you think of this?

E.C.: When I first wrote the letter, I suggested Drexler and his team tread lightly with Madewell influences given that the brand’s inventory was slightly more geared to Millennials on the “hip” side. While the brand certainly maintains threads of hip, it is apparent that Madewell has made efforts to make pieces that are built to last. I’ve witnessed a subset of academics who say that the incorporation of Madewell into J. Crew stores is somewhat “Drexler 101,” likening it to Gap’s relying on Old Navy’s soaring numbers to buoy the conglomerate from collapse. In some ways, J. Crew still has little to lose, given its financial performance. Therefore, by incorporating Madewell into its stores, J. Crew can subtly experiment with changing its identity in the eyes of shoppers. Additionally, having Madewell inventory within J. Crew stores allows for the company to collect interesting data. What are the correlations, if any, between Madewell inventory and J. Crew inventory that is bought simultaneously within the same store? J. Crew has an incredible opportunity here to extract actionable insight as to how they may want to tweak J. Crew inventory. If they can see that someone liked this item from Madewell, but also liked this item from J. Crew enough to buy both simultaneously within bricks-and-mortar, that is powerful data.

WWD: Do you think the brand means something to Millennials?

E.C.: It definitely means something to me. I grew up wearing that clothing. Do I think they are a brand that someone thinks of immediately when they want to shop? Not yet. But they are doing things to change that. I’m a big fan of Malcolm Gladwell’s idea about marginal gains. They could work with an influencer that changes everything in an instant, but they are taking it slow. They’ve realized this is their last chance and they aren’t acting erratically.

BUSINESS

Scanlan Theodore Works for Corporate Women

The new luxury brand from Australia bills itself as giving working women confidence.

BY SHARON EDELSON

Australian luxury ready-to-wear brand Scanlan Theodore has opened its first U.S. store, a 1,700-square-foot unit on Prince Street in Manhattan’s SoHo. The brand has been popular with working women Down Under for 30 years. Sara Blank and Melinda Robertson, friends who met at the University of Melbourne, felt like they had a secret weapon in the brand, which they wore exclusively when they moved to Manhattan to work in finance.

As co-chief executive officers and partners in Scanlan Theodore Americas, Blank and Robertson brought the brand to these shores.

“The wardrobe allows you to move around freely from day to night, which is empowering,” Blank said. “It feels like it’s your body armor when you go to work.”

They identified a gap for wardrobe solutions for corporate women. “I wore Scanlan Theodore to work at Goldman Sachs, and every day I would get at least five comments,” Robertson said. “I’m certainly not a fashionista. The feedback on my outfits was incredible. Sarah had the same experience at Pimco [Investment Management]. That was really what drove us to launch the business over here.”

“The corporate woman is looking for a wardrobe solution she doesn’t need to

Sarah Blank and Melinda Robertson at Scanlan Theodore.



think about before waking up at 6 a.m.,” Robertson said. “Women need styles they can wear to work that can transition to after-work. We’re providing great solutions to customers.”

Blank approached the brand’s founder, Gary Theodore, who agreed to an agreement. “Aesthetically, we’re using the same architect Gary used for his stores throughout Australia,” she said. “The store is very similar, beautiful, luxurious and consistent with the brand, with beautiful art on the walls. It will be understated. We tend to fly

under the radar.”

Robertson and Blank did some due diligence before signing a lease, testing their hypothesis that there was sufficient demand for Scanlan’s products. Naturally, their approach is data-driven. They launched an e-commerce platform a year ago and held trunk shows. The results informed an ambitious strategy.

“This is already a multimillion dollar business,” Blank said. “This is our first year. We started the company out of Melinda’s bedroom. We’d like to push the

store’s volume to \$4 million to \$5 million in annual sales.”

“We have an aggressive rollout strategy,” Robertson said. “We’re focused on New York. The market is so dense. We’ll open more stores across the city and potentially other areas outside the city. We’re augmenting that with events in Los Angeles, Miami and San Francisco.”

Robertson’s career includes a stint in investment banking in the retail sector. “I had technical experience, but that’s certainly nothing like running a retail store,” she said.

Anyway, retail has changed. For Blank and Robertson, it’s high tech and high touch. They have lots of experience with the latter from their work in investment banking and private equity. “The recipe is not the same as it used to be,” Robertson said. “It’s about having great products and managing client relationships in an avant-garde way. We bring a fresh perspective on managing client relationships.”

The brand hosts network sessions where “we have Champagne and serve hors d’oeuvres, and have nine to 10 stylists, so everyone can have a personal styling session,” Blank said.

Scanlan uses technology to scale outreach to target markets and also cold-calls potential customers who might appreciate the product. “We’re constantly talking to our woman and bringing her new wardrobing solutions and becoming a trusted adviser,” Robertson said. “She’s coming to the store, but many times we’re going to her home.”

In Focus: Market Insights

Think Tank

Premium Beauty Brands Embrace Chinese E-tailers

L2'S REPORT RANKED ESTÉE LAUDER "AS THE MOST DIGITALLY COMPETENT BRAND IN CHINA FOR THE SECOND YEAR IN A ROW."

High-end beauty brands owned by top international conglomerates like LVMH and Estée Lauder are flocking to China's top e-commerce marketplaces, according to a new report by digital intelligence firm L2 Inc. ¶ "The Digital IQ Index: Beauty China 2018" report released at the end of February 2018, ranked Estée Lauder as the most digitally competent brand in China for the second year in a row. L'Oréal Paris followed in second, with three of the top five brands owned by L'Oréal Group. The highest-ranked Chinese brand was Chando, which also made the top five.

The report found that 82 percent of premium beauty brands in its index now have an official store on Alibaba's Tmall, which is China's largest B2C e-commerce platform. The rate is up from 55 percent in 2015, with new additions in the past year including L'Oréal Group's YSL Beauty and Estée Lauder's MAC Cosmetics. LVMH saw its portfolio brands Fresh and Benefit open shops on the platform in 2017, while its Givenchy beauty label launched a Tmall store in February of this year.



Liz Flora

Premium beauty brands are following in the footsteps of their mass-market counterparts, which have a Tmall adoption rate of 97 percent that has remained constant since 2015. High-end cosmetics companies are more willing to launch on the platform than luxury fashion, watch and jewelry labels, but only 24 percent of luxury brands in L2's index had Tmall stores as of June 2017. To address brands' concerns that the platform is too mass-market, Tmall rolled out its Luxury Pavilion platform in 2017. Beauty brands that have been made available on it include La Mer and Guerlain, joining luxury brands like Loewe, Tod's and Burberry.

Tmall's main rival JD.com also unveiled its similar luxury platform Toplife last year as it competes to attract high-end labels, signing on Alexander McQueen, Yves Saint Laurent and Derek Lam. While the only beauty brand available is LVMH's Cha Ling, the percentage of premium index brands on JD.com's main platform increased from 50 percent in 2015 to 77 percent in 2018. Brands that became available on both Tmall and JD.com in 2017 include Giorgio Armani Beauty, MAC Cosmetics and YSL Beauty.

These increased adoption rates come at a time when more consumers are using Tmall instead of a search engine as a first stop for brand research. L2 found that



Chinese consumer shopping online.

searches for beauty brands on China's top search engine Baidu declined by 19 percent between January 2017 and January 2018, following a trend of decreasing Baidu brand searches across sectors. WeChat's recently introduced search option is also a threat to Baidu, and brands including Lancôme and Jo Malone have signed onto WeChat search's new brand zone feature.

Tmall isn't necessarily an automatic win for luxury beauty brands as they struggle to gain visibility over top-selling mass-market names on the platform. For example, only 8 percent of first-page search results for color cosmetics-related terms were premium beauty brands, while results on searches for skin-care terms only turned up 4.1 percent premium brands when sorted by best sellers. The top 10 brands with the highest rank, visibility and real estate for skin care were all mass brands.

To overcome the visibility obstacle, brands are tapping into celebrity-driven promotions on social media and Tmall. Young, attractive male pop stars and actors known colloquially in China as "young fresh meat" are particularly effective in gaining social traction with China's female beauty consumers, as all but two of the top 10 most popular Weibo posts for brands featured a male celebrity. Estée Lauder's announcement of 28-year-old pop star Hua Chenyu as its new brand ambassador was the most

popular of all beauty brand Weibo posts for the second half of 2017.

L2 also found that Weibo-connected video platforms like short video platform Miaopai and live-streaming platform Yizhibo earned attention for beauty brands. Weibo posts with video took up only 8 percent of brand content on the platform but 36 percent of all engagement. Tmall's own live-streaming platform has also attracted beauty brands with direct links to purchase below the video. Celebrity presence was the most powerful driver of engagement on Tmall live-streams, generating 23 percent more engagement for premium brands than live-streams without celebrities.

Celebrity beauty product collaborations were especially popular for generating both social engagement and Tmall sales. L'Occitane's special-edition products featuring brand ambassador Lu Han were designed with deer antlers in reference to his surname and promoted by him on social media. The promotion caused the brand's biggest Baidu Index spike of the year, and was cited by L'Occitane as a reason for its 250 percent online marketplace sales jump for its fiscal first quarter.

Beauty brands are also shifting their loyalty programs away from their brand sites and onto Tmall, as premium brand site loyalty program adoption decreased from 60 percent in 2016 to 56 percent in 2018,

while rising from 48 percent to 71 percent on Tmall over the same time.

WeChat loyalty program adoption is up as well, the study found, with 83 percent of mass beauty brands and 85 percent of prestige brands now offering WeChat loyalty. Most brands still aren't allowing users to earn and redeem points across platforms: Only 18 percent of all beauty brands have synchronized Tmall loyalty programs with WeChat.

WeChat is another platform where brands are upping their e-commerce availability, with the number of premium brands offering some form of WeChat commerce increasing from 50 percent in 2016 to 70 percent in 2018. Rather than opening standalone WeChat stores, brands are more likely to use their WeChat accounts to link to their mobile site e-commerce and offer WeChat Pay at checkout. In fierce competition with Alibaba, WeChat parent company Tencent makes it difficult for brands to link to their Tmall stores via WeChat, but offers the ability to directly link to their JD.com shops thanks to the companies' partnership.

Tmall and JD.com don't just have each other to compete with as a range of highly popular up-and-coming apps are vying to carve out territory in China's beauty e-commerce market. Meitu, which operates a portfolio of famous selfie-editing and AR makeup try-on apps, recently unveiled the MeituBeauty e-commerce app. Ranking 14th in the iOS China App Store for shopping, it uses AI skin-detection technology to recommend products based on users' selfies and recently signed K-beauty conglomerate LG as an official partner. Meanwhile, cross-border e-commerce continues to be a crucial area for international brands, with Kaola and VIP.com taking significant market share, while successful app RED is rising in the space with a combination of social and shopping features.

L2 offers key recommendations for brands to capitalize on digital trends in China, stating that brands should go beyond a simple e-tailer presence to take advantage of platforms' marketing and functionality opportunities, such as Tmall live-streaming, loyalty, or Super Brand Day promotions. They should also synchronize their loyalty programs across channels to make point redemption easy on not only e-tailers, site, and WeChat, but in off-line stores as well. In addition, promotions with celebrities should focus on cultivating sustained interest in the brand rather than short-term spikes in engagement that go back to their previous levels once the campaign ends.

Liz Flora is editor of the Asia-Pacific region at L2.

Real Estate Dirt

WWWD'S WEEKLY ROUNDUP OF THE GOINGS ON IN THE PROPERTY WORLD.

By KATHRYN HOPKINS

Celebrity Movers

1. CHINA MACHADO

The late fashion icon China Machado's waterfront home in Sag Harbor, N.Y., is for sale, asking close to \$10 million.

Machado bought the North Haven house in the mid-Nineties and hosted her annual "Party for the Roses" there, where her 100 guests gathered each June to view the gardens full of lush pink roses in full bloom.

They no doubt also enjoyed the views over the bay and sunsets thanks to the property's location on what her daughter, handbag designer Emmanuelle LaSalle, said "feels like its own private peninsula."

The house was clearly designed to enjoy the ocean views as floor-to-ceiling glass French doors in the conservatory make it feel as if you're in the middle of the water, while a sprawling wooden deck looks out to the bay.

The interiors of the 3,300-square-foot, four-bedroom contemporary, meanwhile, reflect Machado's creativity, with Chinese lanterns and a zebra-palm tree taking center stage in the conservatory, while her paintings and photographs adorn the walls in a blue-painted den and her murals fill several rooms.

Other features of the arty home that she shared with her second husband, Riccardo Rosa, include a bocce court, a state-of-the-art kitchen, as well as a plush upstairs master suite with its own balcony and a private living room.

Another downstairs master suite opens up into a secret garden framed by a pink rose wall to the beach,



inspired by Machado's global travels.

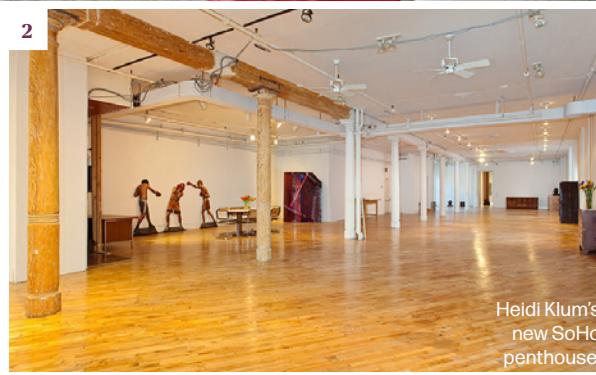
with the co-op board, according to the listing.

The loft has many features such as original wood columns with octagonal bases and exposed wood beams, as well as views of the World Trade Center and 56 Leonard Street, aka the Jenga Tower.

Klum's not the only celebrity to have been attracted to the building. "Sleepless in Seattle" star Meg Ryan renovated a loft in the same building that she bought off actor Hank Azaria. She sold it last year for just under \$10 million.

Used as an art studio for three decades by its previous owner, the penthouse is a blank canvas for Klum to renovate however she wants.

The 44-year-old mother of four also has the possibility of creating her own private rooftop oasis as she can negotiate roof deck rights



Heidi Klum's new SoHo penthouse.



Jennifer Lopez is moving into this Manhattan skyscraper.

most exclusive addresses.

The multi-hyphenate and her retired baseball player boyfriend have picked up a \$15 million apartment at 432 Park Avenue, an uberluxurious Midtown tower close to Central Park.

Designed by Uruguayan architect Rafael Viñoly, the 96-story superskinny skyscraper is famous for holding the crown as the tallest residential building in the Western Hemisphere and can be seen from almost anywhere in New York's five boroughs.

It's also jam-packed with over-the-top amenities perfect for when a celebrity couple is in need of some privacy. This includes a private restaurant just for residents and their guests, run by Michelin-starred chef Shaun Hergatt, formerly of now-closed Manhattan eatery Juni.

If that's not enough, there's also a fitness center managed by celebrity trainer Jay Wright's company, The Wright Fit, as well as a yoga studio, billiards room, an 18-seat screening room, an executive boardroom, a 75-foot indoor swimming pool and a separate jacuzzi.

Not much is known about the couple's new home apart from that it has 4,000 square feet of living space, three bedrooms, a library and spectacular views of Central Park and the city, which can be enjoyed from multiple rooms.

At the same time, Lopez, the face of Guess, is trying to sell her duplex penthouse at Nomad boutique condo The Whitman for just shy of \$27 million.

House of the Week

The fashion world earlier this month mourned the loss of French designer Hubert de Givenchy, who died at age 91. While his namesake fashion house lives on, a Venetian palazzo that has just hit the rental market for a pricy 5,000 euros a week also gives a glimpse into his lifelong passion for interior design.

The home in question is a grand two-story apartment in a classic Venetian palazzo, nestled between the Peggy Guggenheim Collection and the Church of the Salute in the city's Dorsoduro quarter.

The story goes that

Givenchy, who made his name by dressing his long-time muse Audrey Hepburn, acquired it during the Eighties from his good friend, Italian politician, businesswoman and writer Susanna "Suni" Agnelli.

The automobile heiress had already done much work on the apartment to restore it to its 16th-century grandeur before Givenchy added some personal touches, including a duo of marble bathrooms and a library. He also adorned the walls with a plethora of brightly colored handmade fabrics.

Today, many features of the



apartment are unchanged from the designer's time, because of its current owner, Vhernier jewelry president Carlo Traglio, who bought it from Givenchy in 2004.

imported from France, according to Grazia Italia.

The white-on-white kitchen, meanwhile, has been little changed from Agnelli's time, which still now seems modern with its motorized tables that lift up and down with the help of Fiat pantographs. After all, her grandfather founded the famous Italian car company.

Traglio has made a few changes, however, including restoring the two marble bathrooms and building a sprawling wooden terrace with 360-degree views over Venice. There's also a picturesque large shared garden.

THE STAT



The amount asking rents in London have risen over the past decade. Source: Rightmove

Live From Majorca: Miguel Adrover

Once the leading young designer in New York, Adrover gave up the fame game years ago to return to Spain — but his influence can still be seen on recent runways.

BY ROSEMARY FEITELBERG



Six months ago, Miguel Adrover jokingly posted “The Designer Miguel Adrover Is Dead” on Instagram. This Saturday, the explanation behind that self-transformation will be unveiled in an art installation in Majorca.

Saturday’s opening will be a village-wide blowout with a bonfire, loads of relatives and much merriment. The former “It” kid of New York’s fashion scene pulled the plug years ago, returning to Majorca to open a bar, tend his garden, Airbnb his 770-year-old house and hang out with his family. From afar, his escape plan might sound like the quintessential in-another-life career plan, but Adrover spoke candidly about the erratic days that led to him defeating demons, ditching his cellphone and examining his inner self. Through a collaboration with Tristan Favre, he will unveil “Death With Roasted Peppers,” an installation that has the art world calling. The designer-turned-photographer also still has a few major league fashion companies knocking on his door, including a digital behemoth.

He is keeping a gimlet eye on all those designers who have taken an interest in upcycling and repurposing luxury labels. And he doesn’t need reminding that trench coats are once again front-and-center in many forms. Surprisingly tuned in for a guy who has wholeheartedly embraced the simple village life, Adrover is not about to rule out a return to fashion. Nearing midnight Wednesday, he brought WWD up to speed about his new life.

WWD: Are you getting ready for Saturday’s opening?

Miguel Adrover: It’s like show-time. I am a little overwhelmed with everything. I’m doing everything on my own. In New York, we used to have a minimum of 40 people working on a show. Here, I’m doing it with my assistant and a few friends from the village. It’s not exactly a gallery. It’s a really old house — about 400 years old. It was a gallery in the Eighties.

Through my friends here, we met the owner, a ceramic artist, who moved here from Paris. Somehow it was just all natural how it happened.

WWD: How are things in Majorca?

M.A.: I’m living in the countryside, not even in the village, almost close to the forest. It’s 10 minutes walking to town. I’m really close to my mom and dad. Where I live, the house is 770 years old. I have electricity but it’s like a cave, too. There are five generations of my family here. When I came back to Majorca three years ago from New York, I started to work in the garden. Right now, I have almost 3,500 tulips blooming. Some of this will be part of my show, too. I have almost 400 types of roses. This has really been helping me to come back and to look in the mirror to try to find something.

WWD: Do you miss New York?

M.A.: Living in the big city, you lose perspective of who you are. Do you know what I mean? You create this character for yourself. It was really hard for me to find myself — not my outside, my inside, who I was. I have a well where we collect the water. It was abandoned close to one of the properties of my mom and dad. I left alcohol and a lot of demons and devils out there. I didn’t drink a lot in New York but to maintain the speed and energy — like everybody in the big cities. When I got here, I psychoanalyzed myself in my own way. Clothing had become my necessity for expressing myself. Clothing was always my biggest companion for the fight for equality. Clothes are so powerful in the way that people look at you and classify you. In the industry, with every presentation, the selling and the whole production, I was kind of like, “Get out of my way.”

WWD: How do you spend your time?

M.A.: What I have been doing involved being closed within my



A piece by
Miguel Adrover.

self. I have become totally self-sufficient. For months, I didn’t need to go to the market because my family provided me with chickens, turkey and everything. That really helped me out to create this fairy tale that I have inside myself. I’m 52, I guess. I don’t even remember if I’m 51 or 52. But I’m supposed to be dead somehow because of what happened in the Eighties with AIDS. I had so many friends who passed away when I was 18. Somehow I got back down here, where I came from.

WWD: Are you enjoying living in Majorca?

M.A.: Seeing the world on the Internet, it doesn’t matter where you are. You share in something. It is not about you, it is about us. I don’t want to get too deep. But now I have opened the windows and the doors of my house and you can see inside my heart. Physically and metaphorically, I have been a very open person and I look to the world and Mother Earth. We’re given a life and we’re supposed to be happy with that, not more than that. Yet we try to

find happiness down the road. Happiness is planned these days. At the end of the road, there is a sign that says, ‘Happiness, Fame, Richness, Greed and Beauty.’ But if you take that road, you never reach that. And you see a lot of people crashing on the side of the road. Happiness doesn’t come from that, and I’ve been there.

WWD: Do you miss fashion?

M.A.: In the room where I sleep, I have a poster of myself on the cover of Women’s Wear Daily as the new young star. Talking to you right now feels like such a surreal situation. I’m on the other side of the world in a village of 800 people and that’s so powerful.

WWD: How would you describe your new life?

M.A.: What I’m going to show Saturday is an apocalyptic and kind of grotesque view. A lot of people from the art world are coming. It is hard to describe. It has so many connections to so many things. I don’t really have any knowledge of that. I just learn what they tell me. I am using a \$160 camera that we used for family

holidays. I never did photography before in my life. When I was working in the well for so many months, I was thinking, I got sick. My Mom and Dad were worried because I was like possessed with it. I don’t know how to explain it. I went inside there and I wasn’t in touch with anybody. I don’t use human beings because I don’t trust them for photography. Girls and models pretend or act to do something or to show an emotion. But in the end, it’s not true. I’ve done the art without having a customer in my mind or whether people will like it or not.

WWD: What do you think about fashion now?

M.A.: I do see the industry catching up with me from what I was doing almost eight years ago. Like Vetements, everybody is doing what I did before like repurposing. If you look at the catwalk, there is so much of that. But at the same time the whole energy and emotion [behind my fashion work] has been lost, in a way. It’s going to be a trend. When I was doing it, it was about the power of labels

taking over ourselves. But now big corporations like LVMH are associating with avant-garde designers. It’s really confusing, somehow.

WWD: Do you follow fashion?

M.A.: Yeah, through YouTube. I have Internet. I’m really connected with the world. I know what’s happening in Syria, in Egypt, in Germany and the United States. One of the biggest struggles I am having is not being in the U.S. I have to say, I really miss being in the spotlight and having a voice. Trump hurts my heart.

WWD: Which designers do you like now?

M.A.: John Galliano, Margiela, Vivienne Westwood — but I prefer her instead of the new guy. I can see a difference there. Vivienne, for me, is not just the designer but “mother punky.” In the late Seventies and early Eighties, I was in London in [her] Sex shop on King’s Road. It was not about fashion. It was much more than that. I just love, love, love her. I don’t know what happened there. I like Vagora, which put my face on their T-shirts during New York Fashion Week. A lot of people reached out to me after that. I’m just watching a lot of shows. There are so many. I can’t keep up with everybody. I like to watch Central St. Martins and also the Parsons shows. Somebody, who has no experience selling is always more interesting.

WWD: What is the meaning of your new show?

M.A.: It’s a saying here in the village. When you see something that you don’t know what it is, you say, “Oh my God, it looks like death with peppers.” When I was in a punk rock band and I had a mohawk and wore a really long skirt of my mom’s, I went to my friend’s house and his mom said I looked like death with peppers. This sounds really crazy, but I said, “roasted.” The work I am presenting now is somehow a tapestry of what I have done. Behind every image that I am showing is a longer story. Combined, there are almost 200 images in the installation. Because I have been out of touch for so long, I’m opening up so that people can see inside of me. I have been so alone for so long that I don’t know how to interact that much anymore. I’m kind of like Kim Basinger with that people-phobia [referring to reports of the actress’ social phobia]. I don’t have a mobile [phone] so I don’t have people calling me. I have only had an answering machine for a month. But being disconnected has been such an important part of my work now.

WWD: What’s planned for the opening?

M.A.: It will be an installation. People from my village will have a big fire and a party on a big patio with a big, big old tree. There will be three dishes that you fry in olive oil. My mom, my aunts, cousins and everyone will be there with little cakes. It will be out of control. It’s out of control in the country just like in the city. I have three dogs and two cats here. I have my neighbors’ horses but I prefer not to take care of them. It’s a lot of work. I do ride horses, when my friends let me.

WWD: Will your new work be sold?

M.A.: It’s kind of ornery to talk about money, isn’t it? But not in America, OK. My work will go from \$3,000 to \$15,000. It’s not that expensive when you see it and the framing. I also have a collaboration with Tristan Favre. I’m talking to The New School’s Parsons School of Design and galleries like Gagosian. All these crazy galleries are contacting us. The art world is probably like fashion. Another industry that I will have to deal with.

eye



Hannah John-Kamen, A Villain on the Rise

The British actress stars in Steven Spielberg's "Ready Player One." BY KRISTEN TAUER PORTRAIT BY JILLIAN SOLLAZZO

Like many Millennials, Hannah John-Kamen grew up immersed in the cinematic worlds of Steven Spielberg. Now her immersion in his canon of stories is a little more permanent.

The British actress, who has appeared in "Black Mirror" and "Game of Thrones," is one of the stars of Spielberg's big budget sci-fi flick "Ready Player One," adapted from Ernest Cline's 2011 book. John-Kamen, a self-described "huge fan" of the book even before the movie was on her radar, auditioned



A still from the film.

for a new character created for the film. After sending in a tape, she flew to Los Angeles to meet with Spielberg himself at Amblin Studios.

"I was shaking, I was so nervous," John-Kamen recalls of her first meeting with the acclaimed director. "I went to the washroom and I called my dad – nobody even knew I was in L.A. meeting Steven – and then I told my dad, 'Hi, Dad, by the way I'm in L.A. about to meet Steven Spielberg,' and he's, like, 'OK. Just look in the mirror, be calm, just enjoy'

"As an actor getting on set, nothing's like that first moment when you hear Steven Spielberg say, 'Action.'"

– Hannah John-Kamen

yourself and just be who you are." She found out she had the role during that first meeting.

"He's a legend; I've grown up with the magic of Steven Spielberg," John-Kamen says. "A big part of [my childhood] was the imagination and love that Steven Spielberg has for his films."

Apparently, he lives up to the hype.

"As an actor getting on set, nothing's like that first moment when you hear Steven Spielberg say, 'Action,'" she adds.

She was given the role of FNale Zandor, an associate of the film's main malefactor Sorrento, who is played by veteran villain Ben Mendelsohn. "We both have a similar work ethic: we come on set, we're there, we just go for it," she says of her costar. While much of "Ready Player One" takes place in a virtual reality world, John-Kamen's character is unique in that she is rooted in the reality throughout the film.

"In terms of preparing and knowing FNale Zandor, it starts with who is she, what does she do? OK, she's in the real world, she works for Nolan Sorrento. He's seen as the baddie in the film – OK, she's an associate of the baddie in the film, but as a villain, you never see yourself as the villain," she says. "She's doing her own job, she's loyal, she's determined, and she's really good at her job."

John-Kamen will continue her villainous ascent onscreen in the upcoming summer Marvel film "Ant-Man and The Wasp," in which she'll inhibit the character Ghost. Although she's tight-lipped about the Marvel project, as par for the course for those types of films, the actress notes that her approach to the antagonist is by flipping the script.

"You gotta get into that role with some degree of what you're doing is right, and there are reasons why you're doing what you're doing," she says. "You have to as a villain play it like you're the good guy, and everyone else is bad."

Despite bouncing around the world for press – and filming; she's currently in Toronto for the next season of TV series "Killjoys" – John-Kamen adds that one thing that hasn't changed is where she calls home. "I always consider home London, always," she says, not missing a beat. "No matter how far I'm traveling, no matter where I'm traveling, no matter how long I'm away for, I always go, 'Yup that's my job, I'm away for that, but I come home.'"

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Fashion Scoops

Leaving Net

Sophie Quy, senior buyer of fine jewelry and watches at Net-a-porter, has left the company for U.K.-based Threads Styling, WWD has learned.

Net-a-porter has been ambitiously growing its stake in the hard luxury market since launching the category in 2012 having recently introduced a curated fine jewelry and watch hub. Quy was responsible for bringing on brands such as Chanel, Pomellato, Cartier, Piaget, IWC, Boucheron and Chopard, which had never previously worked with a pure online partner, as well as newer brands such as Anita Ko, Suzanne Kalan and Repossi.

Quy joins Thread Styling, a London-based fashion concierge firm that uses social and chat-based media, as the head of fine jewelry and watches, a global role, and is tasked with growing the hard luxury business by working with brands to partner with the social commerce site. In this role, she will also work alongside Threads' personal shoppers and creative teams.

Threads Styling is focusing on expanding its team and services to new markets such as Asia and the U.S. and has recently taken investment from Horizon Ventures. Customers with a mobile phone can reach out to a Threads personal shopper via WhatsApp or Instagram Stories and order a product they saw on social media; Thread then sources it and sends it directly anywhere in the world.

Quy's last day at Net-a-porter was March 29. — THOMAS WALLER

Local Color

Patrick Grant is on a mission to create skilled jobs in the U.K. textile and apparel industry, and he's taking his work a step further with plans to launch an e-commerce site for the not-for-profit Community Clothing label, which he founded in 2016.

Grant, who owns the men's clothing brand E. Tautz and

Savile Row tailor Norton & Sons, launched Community Clothing with the aim of making affordable clothing, creating jobs and supporting British textile communities. It uses a direct-to-consumer model and offers basics for men and women, with a focus on denim and outerwear.

"We want to sustain and create a lot of skilled jobs in the textile and garment making industry. We think we can create 5,000 in the U.K.," he said. "We'd like it to be big because the bigger it gets, the more jobs it creates," Grant said. "The more efficient the factories become, the lower the prices, the better for everyone. We think the U.K. market for the product we make is huge, tens of billions, and most of the incumbents are failing to deliver."

As part of his expansion plans, Grant will launch an e-commerce site early April that will also feature behind the scenes stories and interviews with British factories and suppliers.

Lucy Clayton, chief executive officer of Community Clothing, said the company wanted to celebrate the personal stories behind the people who produce the clothing. "We work with factories where families work alongside one another, where people go on holiday together, where there is a strong sense of community and where the cultural identity of a place has been bound up in what they've produced for generations," Clayton said.

"The site will feature beautiful photography of many of the manufacturers in our network, an intimate portrait of modern working Britain. We'll be launching new products — shirtdresses and field jackets and we are broadening our denim offering. For the first time, customers can buy directly from us through the site," she added.

Prices range from 2.50 pounds for a pair of socks to 185 pounds for a peacoat. The brand is sold via an eBay store,

at the E. Tautz store in London and at Selfridges. Grant said he also plans to develop a number of new products and introduce new categories.

"Twenty years from now, I would like to see Community Clothing supporting a huge array of factories," Grant said of his vision. "State-of-the-art manufacturers, model employers, the sort of place that young people growing up nearby would kill to work at, the sort of places that would make these towns proud."

The model, he said, could easily work outside Britain. "The U.S. has lost two million jobs in this industry since 1974. We could make Community Clothing product in U.S. factories for the U.S. market. Exactly the same applies to Japan." — LORELEI MARFIL

Aces Of Lace

Lacy creations from the couture and ready-to-wear collections of 14 international houses from across the past five years will enjoy some close inspection in "Haute Lace," the latest exhibition headed to the Museum of Lace and Fashion. The museum is located in Calais, a town in northern France famous for its Leavers lace.

Participating brands include Chanel, Yiqing Yin, Valentino, Viktor & Rolf and Christian Dior, each presenting contemporary interpretations of the fine fabric, including couture creations involving up to 1,000 hours of handiwork. Designs range from a spring 2018 couture dress by Chanel featuring Leavers lace bonded to scuba material and a dress mixing Leavers lace interwoven with laser-cut leather from the spring 2016 ready-to-wear collection of Iris van Herpen.

In the mix will be photographs, videos and experimental lace swatches by ateliers including Maison Lemarié.

The show will run June 9 to Jan. 6, 2019.

The captions will share details on the process behind the collaborations, such as how an archive Thirties lace design made its way into one of the runway shows in 2017.

The most recent exhibition at the museum focused on the defining moments of Hubert de Givenchy's career. Cristóbal Balenciaga, van Herpen and Anne Valérie Hash feature among other designers to have been celebrated at the site. — KATYA FOREMAN

Signing On

Jon Kortajarena has inked a new management deal. The Lions Model Management revealed today it has signed the Spanish-born model and actor, who was previously repped by IMG.

"I have followed Ali Kavoussi's work for a long time, and it's exceptional," Kortajarena said in a statement. "After meeting him, I could also see he was a great man, and that The Lions was the perfect match for the more personal form of management that I've been seeking at this point of my career. I'm very excited to be signed with The Lions, and have a great feeling about this new partnership, and growing my career further."

Kortajarena has appeared in campaigns for Karl Lagerfeld, Salvatore Ferragamo, Valentino, Giorgio Armani, Roberto Cavalli, Chanel, Hugo Boss, Balmain and more. He is the official ambassador for Bulgari's watch collections and has appeared on the covers of GQ, Vogue, V Man, L'Officiel Hommes, Elle Man, Marie Claire and Harper's Bazaar.

In 2009, he made his big-screen debut in "A Single Man," Tom Ford's Oscar-nominated film. His acting credits also include Penélope Cruz's 2013 short film for Agent Provocateur, as well as appearances in music videos like Fergie's "M.I.L.F. \$," Kanye's "Wolves" (which doubled as a Balmain campaign) and Madonna's "Girl Gone Wild" and "B—h I'm Madonna." — ALEXA TIETJEN

Career Retrospective

Marking the 10th anniversary of the Gianmaria Buccellati Foundation, Milan-based Skira has published a volume celebrating the career of the Milanese jeweler, who died in March 2015. Through a series of essays written by experts in the sector and Buccellati's friends, juxtaposed with a wide range of colorful images, "Treasure of the Foundation — Gianmaria Buccellati" highlights the signature style of the jeweler, who joined the company founded by his father Mario in 1929 and then established his namesake label in 1971.

"Through an incredible gallery of images, this book explores part of Gianmaria Buccellati's wide production and at the same time gives an overview of his thoughts and of his personality," said art historian Paola Venturelli, who — during her presentation — shined a light on a series of artworks, called "Precious Objects." Buccellati started the production of these special pieces, which mainly include precious cups and luxury ornamental items, in 1970, inspired by a visit to the "Medici Treasury" collection exhibited at Florence's Palazzo Pitti.

Among them is the "Queen's Cup," which Buccellati created in 2002 combining crystal, yellow gold and multicolor sapphires, as well as the 2003 upscale "Great Dame" brooch crafted by the jeweler matching an orange Melo-Melo pearl with yellow, green, red and pink gold and fancy diamonds.

The book was curated by Buccellati's wife, Rosa Maria Bres-

Memo Pad

GIORGIO ARMANI



Adwoa Aboah

Sampaio, alongside modeling, in June 2016 teamed with the American Society for the Prevention of Cruelty to Animals. "Feminine, powerful, but always elegant, the Armani women just know who they are," she said in a statement. "This is very inspiring for me."

As reported, Si Passione is positioned as a new chapter in the story of Si, which is a top-selling women's prestige fragrance in Europe. The new iteration was conceived with executives at L'Oréal, Armani's fragrance licensee, in part to help reconnect with the U.S. consumer.

Si Passione was introduced at the end of January in Europe with less of a patchouli woody juice than the original Si scent from 2013. A vegetal note was added on top and its floral heart was heightened by Mane perfumer Julie Massé.

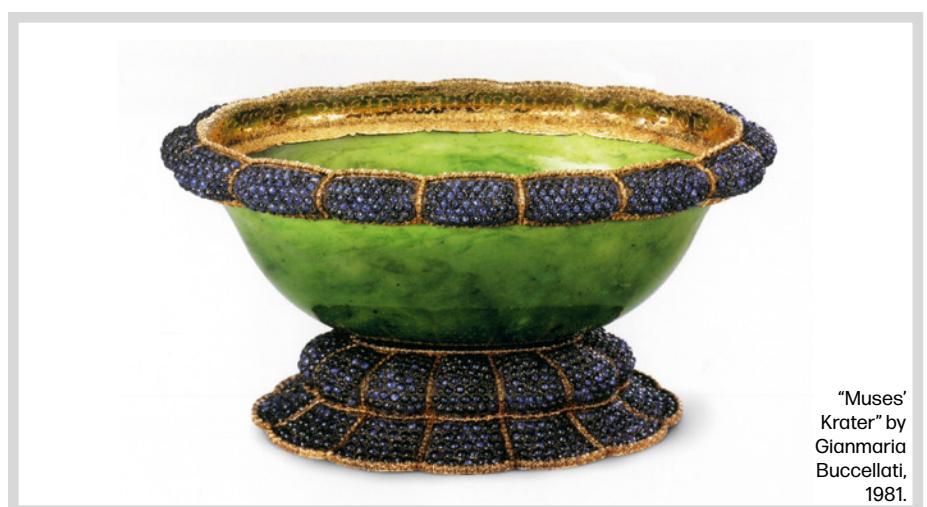
The full U.S. rollout of Si Passione is slated for Aug. 1. The fragrance's campaign, featuring all three women, will be launched in the rest of the world in the second half of the year. — JENNIFER WEIL

ciani Buccellati, president of the foundation, which manages the jeweler's private collection as well as some of Mario Buccellati's creations and sketches.

In 2017, Buccellati Holding Italia, which was established in 2011 following the merging of the Mario Buccellati and Gianmaria Buccellati companies, was acquired



Jon Kortajarena at the Hugo Boss fall show.



"Muses' Krater" by Gianmaria Buccellati, 1981.