Keeping It Real

Beauty has a new look on the runway and it's all about individuality.
Models once walked the runway in uniform beauty looks, but recent seasons have seen a trend toward letting each individual stay true to her own features and style.

Saint or Sinner?
Since taking over Sears and Kmart and forming Sears Holdings Corp., chairman Edward S. Lampert kept the ailing chains going with a stream of funding maneuvers, spin-offs and real estate transactions. But has he been good for the brands?
Kiehl’s is the sixth-largest skin-care brand globally. The Age of Kiehl’s: What started as a corner apothecary in Manhattan’s Greenwich Village has grown into an international powerhouse. WWD Milestones: Kiehl’s at 165, page 39

Contents

DEPARTMENTS

Social Studies
The best and worst in social media, what’s trending, what to follow.

WWD In Focus
Retail tech firms turn their focus to the growth of sustainability, innovation is bringing fresh products to the consumer.

Eyes
• A star of stage and screen, Milla Jovovich looks her best; • Report Card, page 36

Think Tank
Bill Ballew, chief marketing officer of fraud prevention firm Fico, tells retailers to embrace embedded-microchip credit card systems.

ON THE COVER: Photograph by CLAIRE BURGANDY

The Battle Continues
After a tough and lingering slog, watchmakers, who gathered in February, are trying to get in early.

So Bad, It’s Good
Even though the consumer isn’t shopping, fashion stocks are rebounding, as investors try to get in early.

The Men’s Side
The men’s wear segment, attempting to navigate the changing landscape of retail and consumer behavior. Last week, top executives, designers and retailers discussed strategies at WWD’s Men’s Wear Summit.

Agenda

WWD Milestones: Kiehl’s at 165, page 39

CONGRATULATIONS KIEHL’S ON YOUR 165TH ANNIVERSARY

Kiehl’s Since 1851 is more than a brand. It’s a devotion. To amazing products, the finest natural ingredients, and to customers and communities, both locally and globally. Here’s to 165 amazing years—we can’t wait to see what you do next!
THE WEEK IN SOCIAL MEDIA
EDITED BY KRISTEN TAUER

Best

Let’s Follow

Trending

SWIMSHOW
Make a Splash! July 16-19, 2016
Miami Beach Convention Center
The best in swimwear featuring resort, beachwear, lifestyle, men’s, children’s, accessories and lingerie. Swimwear begins in Miami Beach!

WWD.COM
After a tough and lingering slog, watchmakers hope they’ve turned the corner and are holding their breath about the year ahead.

By JOELLE DIDERICH

Basel, Switzerland — Keep calm and carry on. That seemed to be the unofficial motto at the Baselworld watch and jewelry fair as watchmakers unveiled their strategies for battered by an extended market slump, ranging from lowering prices and boosting marketing spending to introducing smartwatches and more women’s styles.

Executives at the big conglomerates — Swatch Group, LVMH Moët Hennessy Louis Vuitton and Kering — put on a brave face, but many admitted they would be satisfied if they ended the year with business stable.

“I don’t see a huge drop, but definitely not a huge increase,” said Marc Hayek, chief executive officer of Breguet and Blancpain. “We’ve seen a very difficult January, February in most brands.”

While comparable sales are set to improve in the second half, the market is beset by negative factors including the strong Swiss franc, weak demand in Hong Kong, terrorist attacks in Europe and uncertainty ahead of the U.S. presidential election, which traditionally weighs on watch sales.

Swiss watch exports fell 3.3 percent in February, marking their eighth consecutive month of decline, according to the Federation of the Swiss Watch Industry. It forecasts foreign sales of Swiss timepieces will remain stable, at best, this year after posting a 3.3 percent drop in 2015, their first annual decline since 2009.

The number of buyers and visitors at Baselworld was down 3 percent year-on-year to around 145,000, although media attendance rose 2.3 percent, organizers said.

“Some people made the decision not to come for cost reasons,” said Elie Bernheim, ceo of Raymond Weil. Although revenues at the independently owned brand grew 5 percent in 2015, his outlook was cautious. “I do not expect big growth this year. If I do at least what I did last year, I will be very pleased,” he said.

Raymond Weil lowered its prices by 2 percent on average in order to be more competitive, but the issue of pricing once again divided exhibitors at the fair.

“There is a rule in this profession — you don’t reduce prices,” insisted Walter von Känel, ceo of Longines. The brand, which rules the middle market and is heavily exposed to Greater China, saw sales plummet 40 percent in Hong Kong last year. “I multiplied my turnover by nearly five over the last decade and in 2015, I was flat.”

The executive, known affectionately as The Colonel due to his military past, uses tactics like group singing sessions to pump up his staff. “You have to motivate the troops, you have to galvanize them, you have to be positive,” he said. ▶
Jean-Claude Biver, ceo of Tag Heuer, hopes it will grow 6 percent in 2016 following a wide rang-
ing repositioning. “This entry price point is the basis of a company. It’s like a staircase: if the first step is a foot high, everyone can climb the stairs,” he argued. “So the entry price point must be broad, easy to reach and inviting.”

Even Tag Heuer’s high-end pieces are aggressively priced. In Carrera Zone, the firm offers an in-house movement equipped with a tourbillon complication for a market-defying price of $60,000. By comparison, the cheapest tourbillon at sister brand Zenith is the El Primero Tourbillon Skeleton, listed as a bargain at $65,000.

Chopard marked the 20th anniversary of its L.U.C collection with the L.U.C Perpetual TWIN, the first in-house movement launched exclusively in a steel case, retailing for $25,760.

“For those who really enjoy watching, they may not want to spend $15,000 on gold perpetual calendars, but they may be $600 to spend,” said Marc. “It’s a beautiful object at the end of the day.”

Chopard co-president Karl-Friedrich Scheufele.

“Tudor, the sister brand of Rolex, brought its skeleton Tourbillon to market, pricing it at $6,000,” he added.

Some believe the influx of watches on parallel markets will change the face of watch retailing. “I think that all the problems that we have now in the real world will be a booster for the e-commerce business,” said Paolo Marai, president of the Swiss luxury division of Timex Group.

The company sells its Versace and Salvatore Ferragamo brands on Amazon in the U.S. and is testing to sell regular-priced product with Chinese online retailers Secoo and Vipshop. “Either you do it, and you control it, or somebody else will do it for you,” said Marc. “It’s so much better that you start working with all these platforms.”

Bulgari, on the other hand, plans to open or renovate 15 stores this year to capture rapidly changing tastes.

“You can see very quick shifts and obviously the e-commerce business is the way to go,” said Robert Buchbauer, head of Swarovski’s watch business. “We believe that one day every watch we make will be connected.”

Ulysse Nardin put design and communication at the heart of its strategy, dubbed “Roadmap 2020,” marking its 170th anniversary with a new advertising campaign and slashing the number of references in its collections by 40 percent.

“The message today has to be much clearer than in the past. You look now at how our collections are divided, it’s according to design. In the past, it was according to the movement,” said Patrik Hoffmann, the firm’s ceo.

Citizen puts the accent on technology, celebrating the 40th anniversary of its Eco-Drive technology with the Eco-Drive One, billed as the world’s thinnest light-powered watch. Available in a limited edition of 60 with a diamond-set bezel and a limited edition of 60 with a diamond-set bezel and brown leather strap, it retails for $3,100.

Boucheron, in the midst of a repositioning under new ceo Hélène Poulit-Duquesne, high-lighted its Premier Pre-Cocktail watch in the 50th edition of its Ladybird watch, originally designed in 1967, launching in a limited edition of 64 with a diamond-set bracelet and a 50th anniversary black and white diamond. At 14,900 Swiss francs, it is one of the world’s most expensive smartwatches.

Tissot presented the Smart-Touch, an evolution of its existing TTouch model that can be connected to a smartphone, in addition to peripherals that allow the wearer to track objects and receive detailed weather reports.

Fossil Group confirmed it would launch more than 100 wearable products for eight brands by the holiday season. Michael Kors’ Smart-Touch hit the market in a press conference in the group’s new headquarters to introduce its face-to-face watch.

“We think that over time it is going to be not just a watch, but a system,” said Santos.

“Ladies are more apt to buy multiple watches than men,” said Michele vice president, chief strategy and digital officer at Fossil Group, said of the firm’s smartwatch push.

“We sell 30 million watches a year and all they are is still time, imagine now if we can have this same branding and design and styling, but now every one of them has has enhanced functionality that matters to customers. If you think about that for a second, then this has massive scale,” he added.

Ulrich Grimm, creative director of shoes and accessories design at Calvin Klein, said it was “obvious” whether they would enter the category. “We want to be right and we want to be really relevant, to not look like a reprint to the table,” he said.

Gucci has postponed the launch of the smart-band it is developing with Black Eyed Peas frontman Will.i.am, but it presented a new smart concept and redesigned watch and jewelry lines, courtesy of creative director Alessandro Michele.

“Boys bound by expectations,” Stefano Fassina, head of Michele’s watch and jewelry, said of the impact of Michele’s designs.

“But we believe that it is more exciting to have them as a part of your wardrobe and not just a watch.”

Harry Winston’s limited edition Premier Precious Wearing featured diamonds inspired by a rare Japanese technique in which threads of gold are woven with threads of natural mother of pearl.

“Of course, we have to make sure that it is a strong offering of new and existing collections,” said Linder.

Harry Winston has postponed the launch of a band that it will launch in the second half of the year. It was part of a strong offering of new and existing collections by 40 percent.

“Ladies are more apt to buy multiple watches than men,” said Michele vice president, chief strategy and digital officer at Fossil Group, said of the firm’s smartwatch push. “We sell 30 million watches a year and all they are is still time, imagine now if we can have this same branding and design and styling, but now every one of them has has enhanced functionality that matters to customers. If you think about that for a second, then this has massive scale,” he added.

Ulrich Grimm, creative director of shoes and accessories design at Calvin Klein, said it was “obvious” whether they would enter the category. “We want to be right and we want to be really relevant, to not look like a reprint to the table,” he said.

Gucci has postponed the launch of the smart-band it is developing with Black Eyed Peas frontman Will.i.am, but it presented a new smart concept and redesigned watch and jewelry lines, courtesy of creative director Alessandro Michele. “It’s bound by expectations,” Stefano Fassina, head of Michele’s watch and jewelry, said of the impact of Michele’s designs.

“But we believe that it is more exciting to have them as a part of your wardrobe and not just a watch.”

Harry Winston’s limited edition Premier Precious Wearing featured diamonds inspired by a rare Japanese technique in which threads of gold are woven with threads of natural mother of pearl. “Of course, we have to make sure that it is a strong offering of new and existing collections,” said Linder. Harry Winston has postponed the launch of a band that it will launch in the second half of the year. It was part of a strong offering of new and existing collections by 40 percent.

“Ladies are more apt to buy multiple watches than men,” said Michele vice president, chief strategy and digital officer at Fossil Group, said of the firm’s smartwatch push. “We sell 30 million watches a year and all they are is still time, imagine now if we can have this same branding and design and styling, but now every one of them has has enhanced functionality that matters to customers. If you think about that for a second, then this has massive scale,” he added.

Ulrich Grimm, creative director of shoes and accessories design at Calvin Klein, said it was “obvious” whether they would enter the category. “We want to be right and we want to be really relevant, to not look like a reprint to the table,” he said.

Gucci has postponed the launch of the smart-band it is developing with Black Eyed Peas frontman Will.i.am, but it presented a new smart concept and redesigned watch and jewelry lines, courtesy of creative director Alessandro Michele. “It’s bound by expectations,” Stefano Fassina, head of Michele’s watch and jewelry, said of the impact of Michele’s designs. “But we believe that it is more exciting to have them as a part of your wardrobe and not just a watch.”

Harry Winston has postponed the launch of a band that it will launch in the second half of the year. It was part of a strong offering of new and existing collections by 40 percent. “Of course, we have to make sure that it is a strong offering of new and existing collections,” said Linder.

Harry Winston has postponed the launch of a band that it will launch in the second half of the year. It was part of a strong offering of new and existing collections by 40 percent. “Of course, we have to make sure that it is a strong offering of new and existing collections,” said Linder.

Harry Winston has postponed the launch of a band that it will launch in the second half of the year. It was part of a strong offering of new and existing collections by 40 percent. “Of course, we have to make sure that it is a strong offering of new and existing collections,” said Linder.
BUSINESS IS TOUGH, BUT STOCKS ARE COMING UP — WELCOME TO THE TOPsy-TURVY WORLD IN WHICH PUBLICLY TRADED FASHION COMPANIES Live.

While the two themes seem to be pulling the industry in opposite directions, investors are actually taking into account last year’s unlucky weather and the West Coast port disruption, as well as current valuations. As a result, they’re betting (and they always have to bet one way or the other) that the only direction for shares is up.

“My thesis is that investors recognize that sales have improved (and so have margins) since fiscal year-end. They also know that the odds of having worse weather for holiday 2016 than in 2015 are one in 300,” said retail expert Jan R. Kniffen, chief executive officer of Kniffen Worldwide Enterprises. “So, since the ‘bad news’ is out, the water seems safer. I actually told my clients that all of the vendors and all of the retailers were buys, but only after the news was out. That proved prescient.”

U.S. retailers just weighed in with 2015 results and generally painted a dark picture of an industry in flux, coping with the digital revolution, a port dispute that garnered supply lines and cold-weather gear hanging on the racks as holiday shoppers sweated out unusually warm weather.

Consumer companies are expecting more pain this year, with slow wage growth holding back shoppers even as lower gas prices have them with some more spending money.

Seventy-four percent of consumer discretionary companies in the S&P 500 have projected negative earnings per share for the first quarter of 2016, according to FactSet. All told, 260 companies out of the S&P 500 have issued EPS guidance for the quarter, with 53 negative forecasts and 26 positive.

The fashion and retail firms that have talked down the coming year vary from high-end players like Ralph Lauren Corp. to the mass department store chains like Kohl’s Corp. Several European players brought up currency issues as they discussed their outlooks for the year. Kering SA is said to expect volatility in the short term due to currency fluctuations and an uncertain economic environment, while Salvatore Ferragamo wrote of the geopolitical environment affecting elements of the luxury sector.

In its recent earnings statement, Hermès wrote, “sales growth in 2016 could be below the medium-term goal of 8 percent revenue growth at constant exchange rates due to the economic, geopolitical and monetary uncertainties around the world.”

Looking ahead to its fiscal fourth-quarter ending April 2, Ralph Lauren said it needed to close out the end of season inventories. It expects revenues for the three months to be flat to down 2 percent. The company also projected that foreign tourist traffic would continue to be pressured. Lauren’s stock is down 27 percent to $95.55 over the past year, but has risen almost 4 percent in the past month. 

Kohl’s said revenues for the current fiscal year could range from down 0.5 percent to up 0.5 percent as the company clears out inventory. Kohl’s wants to reduce inventory by 10 percent in each store by 2017 and is also trimming its store fleet. The retailer’s stock is of 23 percent to $45.93 for the past 12 months and down 1.6 percent for the past year.

“Just don’t think [retailers] really have any idea how much resources they need to devote to their businesses and how quickly they can turn it into earnings,” said Jay Silver, a managing director at CIBC. “Retailing is so different. How do you drive that to the bottom line?”

Silver pointed out that the e-commerce change has occurred so quickly and is so dramatic that retailers are struggling to adapt to the change. “Implementing a digital strategy is expensive and disrupts the company’s financial statements,” he said. But investors who want to get in early or on a good thing are starting to buy into fashion.

The 100-issue WWD Global Stock tracker has dropped by more than 4 percent over the past year, but is bouncing back. The group is up almost 11 percent for the past month, with 67 stocks advancing, and 33 declining.

In Europe, companies with a strong e-commerce presence have performed the best. In the past month, Burberry Group plc has popped more than 11 percent to 12.22 pounds, or $18.17, and made a nice comeback considering it has declined by 27 percent for the past year. The new Yoox Net-a- Porter Group is up 5 percent in the past month to 26.43 pounds, or $32.53, after a rise of 21 percent for the past year.

Among American retailers, it was the downtrodden that performed the best. Abercrombie & Fitch Co. jumped 11 percent in the past month, adding to the 41 percent stock gain over the past year to trade at $33.41. J.C. Penney Co. Inc. exploded with a 30 percent increase in the past month and has made a 36 percent gain for the past year.

“The bad news is priced in,” said Deborah Weinswig of Fung Business Intelligence Centre. “I think the story out there is stronger than it’s been in a while.”

Weinswig pointed out that the coming comparisons will be easier as retailers go up against last year’s port strike and the terrible weather in the early part of 2015. The first quarter of 2015 was colder than normal and the wettest since 2011, according to Planalytics. The rain continued into the second quarter, turning the period into the wettest in 20-plus years, negatively hitting store traffic.

Weinswig also sees a lot of sentiment around mergers and acquisition activity and expects the industry could see further consolidations. “We could see capacity taken out of the market and fewer stronger players,” she said.

Analysts at Wells Fargo noted that store traffic that picked up, with the month-to-date traffic for March proving to be relatively solid.

“Following a choppy start to the year, retail stocks have regained momentum, as better-than-expected March sales, relatively inexpensive multiples and fairly stable outlooks have all helped the group go through a meaningful re-rating over the past month,” the analysts said.

Wells Fargo also found that only one-third of the retail group was more promoted than last year. The rest were either the same or less promotional. They pointed out that investors are particularly fond of off-price brands like TJX Cos. Inc. and Ross Stores Inc. Beauty names like Ulta Salon, Cosmetics & Fragrance Inc. and Sally Beauty Holdings Inc. are also big favorites.

“Even though the consumer isn’t shopping, fashion stocks are rebounding as investors try to get in early.”

Deborah Weinswig
Fung Business Intelligence Centre

“The bad news is priced in. I think the story out there is stronger than it’s been in a while.”
Men’s
The

John Elliott
DESIGNER

John Elliott is still in the 1-1 business of shirts and it’s 24/7. He’s the guy who doesn’t sleep and he gets a lot done. His studio is a small, but intense place. When he walks into that room, you know he’s in charge. His partner, Anthony Ciantar, is the CEO and they work very closely together. When you mention Elliott, you think of that shirt, that work of art. That’s what Elliott is. That’s the basis of his business, and that’s what you think of when you hear his name. He’s the man who’s changed the game, and he’s not done yet.

The Man’s Side

Last week, WWD invited top executives, designers and retailers to discuss strategies at the Men’s Wear Summit in an attempt to navigate what’s new, what’s old and how to remain competitive.

John Elliott

When did you start your first show?

I started working on my first show in 1998. I was living in New York at the time and I was doing things like designing T-shirts and working on different projects. I was working with different labels, but I was always looking for a way to make my own mark.

What was your first show like?

It was a small show, a few pieces, but it was a big deal for me. I was really excited about it, and I was happy with the results.

What’s your wholesale strategy?

We don’t have a wholesale strategy. We work directly with different retailers and stores around the world. We work with a small group of retailers who we feel are the best fit for our brand.

What’s your retail strategy?

We work with a small group of retailers who we feel are the best fit for our brand. We work closely with them to make sure that everything is going smoothly.

What’s your marketing strategy?

We don’t have a marketing strategy. We rely on word of mouth and our existing customer base to help us grow.

What’s your growth strategy?

We have a very simple growth strategy. We focus on making great products and building our brand. We don’t have any aggressive growth plans.

What’s your vision for the future?

Our vision is to continue to grow and build our brand. We want to stay true to our roots and continue to make great products.

What’s your philosophy?

I believe in doing things my way, and I don’t want to compromise on quality or the integrity of my brand.

What’s your secret to success?

I believe in doing things my way, and I don’t want to compromise on quality or the integrity of my brand. I believe in building a strong team and working hard to achieve our goals.

What’s your advice for aspiring designers?

I would say, ‘don’t give up’. It’s a tough industry, but if you’re passionate about what you do, you’ll find success.

What’s your favorite thing about being a designer?

I love the process of creating something from nothing and seeing it come to life. It’s incredibly rewarding.

What’s your proudest moment?

I think my proudest moment was when I started my own label. It was a big risk, but it paid off in the end.

What’s your biggest challenge?

I think the biggest challenge is staying true to our roots and continuing to make great products.

What’s your greatest fear?

I’m not really afraid of anything. I believe in taking risks and pushing myself to new heights.

What’s your favorite thing to do outside of work?

I love spending time with my family and friends. I enjoy cooking and spending time in the kitchen. I also love traveling and exploring new places.

What’s your favorite place to travel?

I love traveling to new places. I’ve been to Europe, Asia, and South America, and each place has its own unique charm.

What’s your favorite food?

I love Italian food. I’m a big fan of pasta and pizza.

What’s your favorite drink?

I like a good cup of coffee in the morning.

What’s your favorite way to wind down?

I like to read books in the evening. I love diving into a new story or exploring a new idea.

What’s your favorite book?

I love reading fiction. Some of my favorite books include ‘The Great Gatsby’ by F. Scott Fitzgerald, ‘1984’ by George Orwell, and ‘One Hundred Years of Solitude’ by Gabriel Garcia Marquez.

What’s your favorite music genre?

I listen to a lot of different music, but I’m a big fan of hip-hop and alternative rock.

What’s your favorite sport?

I’m a big fan of basketball. I love watching games and playing with my friends.

What’s your favorite exercise?

I like going for runs and working out at the gym.

What’s your favorite activity to do with your family?

I like going on family vacations and exploring new places together.

What’s your favorite way to spend a weekend?

I like spending weekends with my family. We’ll usually go on a hike or take a road trip, and then we’ll relax at home and enjoy each other’s company.

What’s your favorite thing about being a designer?

I love the process of creating something from nothing and seeing it come to life. It’s incredibly rewarding.

What’s your proudest moment?

I think my proudest moment was when I started my own label. It was a big risk, but it paid off in the end.

What’s your biggest challenge?

I think the biggest challenge is staying true to our roots and continuing to make great products.

What’s your greatest fear?

I’m not really afraid of anything. I believe in taking risks and pushing myself to new heights.

What’s your favorite thing to do outside of work?

I love spending time with my family and friends. I enjoy cooking and spending time in the kitchen. I also love traveling and exploring new places.

What’s your favorite place to travel?

I love traveling to new places. I’ve been to Europe, Asia, and South America, and each place has its own unique charm.

What’s your favorite food?

I love Italian food. I’m a big fan of pasta and pizza.

What’s your favorite drink?

I like a good cup of coffee in the morning.

What’s your favorite way to wind down?

I like to read books in the evening. I love diving into a new story or exploring a new idea.

What’s your favorite book?

I love reading fiction. Some of my favorite books include ‘The Great Gatsby’ by F. Scott Fitzgerald, ‘1984’ by George Orwell, and ‘One Hundred Years of Solitude’ by Gabriel Garcia Marquez.

What’s your favorite music genre?

I listen to a lot of different music, but I’m a big fan of hip-hop and alternative rock.

What’s your favorite sport?

I’m a big fan of basketball. I love watching games and playing with my friends.

What’s your favorite exercise?

I like going for runs and working out at the gym.

What’s your favorite activity to do with your family?

I like going on family vacations and exploring new places together.

What’s your favorite way to spend a weekend?

I like spending weekends with my family. We’ll usually go on a hike or take a road trip, and then we’ll relax at home and enjoy each other’s company.

What’s your favorite thing about being a designer?

I love the process of creating something from nothing and seeing it come to life. It’s incredibly rewarding.

What’s your proudest moment?

I think my proudest moment was when I started my own label. It was a big risk, but it paid off in the end.

What’s your biggest challenge?

I think the biggest challenge is staying true to our roots and continuing to make great products.

What’s your greatest fear?

I’m not really afraid of anything. I believe in taking risks and pushing myself to new heights.

What’s your favorite thing to do outside of work?

I love spending time with my family and friends. I enjoy cooking and spending time in the kitchen. I also love traveling and exploring new places.

What’s your favorite place to travel?

I love traveling to new places. I’ve been to Europe, Asia, and South America, and each place has its own unique charm.

What’s your favorite food?

I love Italian food. I’m a big fan of pasta and pizza.

What’s your favorite drink?

I like a good cup of coffee in the morning.

What’s your favorite way to wind down?

I like to read books in the evening. I love diving into a new story or exploring a new idea.

What’s your favorite book?

I love reading fiction. Some of my favorite books include ‘The Great Gatsby’ by F. Scott Fitzgerald, ‘1984’ by George Orwell, and ‘One Hundred Years of Solitude’ by Gabriel Garcia Marquez.

What’s your favorite music genre?

I listen to a lot of different music, but I’m a big fan of hip-hop and alternative rock.

What’s your favorite sport?

I’m a big fan of basketball. I love watching games and playing with my friends.

What’s your favorite exercise?

I like going for runs and working out at the gym.

What’s your favorite activity to do with your family?

I like going on family vacations and exploring new places together.

What’s your favorite way to spend a weekend?

I like spending weekends with my family. We’ll usually go on a hike or take a road trip, and then we’ll relax at home and enjoy each other’s company.

What’s your favorite thing about being a designer?

I love the process of creating something from nothing and seeing it come to life. It’s incredibly rewarding.

What’s your proudest moment?

I think my proudest moment was when I started my own label. It was a big risk, but it paid off in the end.

What’s your biggest challenge?

I think the biggest challenge is staying true to our roots and continuing to make great products.

What’s your greatest fear?

I’m not really afraid of anything. I believe in taking risks and pushing myself to new heights.

What’s your favorite thing to do outside of work?

I love spending time with my family and friends. I enjoy cooking and spending time in the kitchen. I also love traveling and exploring new places.

What’s your favorite place to travel?

I love traveling to new places. I’ve been to Europe, Asia, and South America, and each place has its own unique charm.

What’s your favorite food?

I love Italian food. I’m a big fan of pasta and pizza.

What’s your favorite drink?

I like a good cup of coffee in the morning.

What’s your favorite way to wind down?

I like to read books in the evening. I love diving into a new story or exploring a new idea.

What’s your favorite book?

I love reading fiction. Some of my favorite books include ‘The Great Gatsby’ by F. Scott Fitzgerald, ‘1984’ by George Orwell, and ‘One Hundred Years of Solitude’ by Gabriel Garcia Marquez.

What’s your favorite music genre?

I listen to a lot of different music, but I’m a big fan of hip-hop and alternative rock.

What’s your favorite sport?

I’m a big fan of basketball. I love watching games and playing with my friends.

What’s your favorite exercise?

I like going for runs and working out at the gym.

What’s your favorite activity to do with your family?

I like going on family vacations and exploring new places together.

What’s your favorite way to spend a weekend?

I like spending weekends with my family. We’ll usually go on a hike or take a road trip, and then we’ll relax at home and enjoy each other’s company.

What’s your favorite thing about being a designer?

I love the process of creating something from nothing and seeing it come to life. It’s incredibly rewarding.

What’s your proudest moment?

I think my proudest moment was when I started my own label. It was a big risk, but it paid off in the end.
"It felt like Fashion's Night Out, but they were buying!"

Kevin Harter

Tom Kalenderian

Vice President, Fashion Direction for Men's and Home, Bloomingdale's / Designer

VICE PRESIDENT, FASHION DIRECTION FOR MEN'S AND HOME, BLOOMINGDALE'S / DESIGNER
George Zimmer isn’t embarrassed to tell the world how he was fired.

The founder and former chief executive officer of Men’s Wearhouse was unceremoniously dumped in June 2015 after his board floated the idea of taking the company private and designed with current management divestiture plans to make “tactile progress,” according to Joe A. Bank.

That acquisition has proven to be problematic, he said, causing the company, now called Tuxedo Brands Inc., to lose "a lot of money" — $9.5 billion with absence recouping since left," Zimmer told the audience, citing "year-to-year and quarterly" among the expenses of the stores.

The decision to not divest the fourth quarter was $50 million and the company has also sold 250 stores, including 60 to Jos. A. Bank.” I don’t think they’ve done anything since then," he said. Zimmer also said that the stores, which he described as "very profitable" for the company, were not profitable enough to justify their continued operation. He added that those stores will likely be sold off, and that the sale of the fourth quarter was "not a wise decision." Zimmer reiterated what he had said to his successor, ceo Doug Ewert, upon going public, American Express, taking "all of the company’s" and said he told his successor, "We must focus on the success rate of the sale, not just the price." Zimmer said. He then added, "I think this is the future of retail. Capitalism is "all about the bottom line.""
force equals mass times acceleration and the equation of motion that includes the law of inertia. The third law of motion, which states that for every action, there is an equal and opposite reaction, “is the most scary of Newton’s laws,” he said.

Curleigh said that analogy to fashion how the iconic jeans brand is being turned around. “It’s about turning momentums in momentum terms,” he said.

“You do both,” Curleigh said, adding that this is accomplished by “balancing our innovation with our heritage.”

The iconic jeans brand is hitting milestones, from the Woodstock Festival in 1969, “where I learned the grassroots movement from the streets,” to now understanding not just the masses or presenting higher-end products for the consumer, Curleigh said.

“Do you do both?” Curleigh asked, adding that the coffee company created an experiential experience — “they taught you a new way of drinking, venti” — while being accessible to the aspirational consumer.

“Traditional advertising techniques aren’t that different. You do both, like Starbucks,” the president said, adding that the coffee company created an experiential experience — “they taught you a new way of drinking, venti” — while being accessible to the aspirational consumer.

“You do both,” Curleigh said, adding that the coffee company created an experiential experience — “they taught you a new way of drinking, venti” — while being accessible to the aspirational consumer.

“You do both,” Curleigh said, adding that the coffee company created an experiential experience — “they taught you a new way of drinking, venti” — while being accessible to the aspirational consumer.

“You do both,” Curleigh said, adding that the coffee company created an experiential experience — “they taught you a new way of drinking, venti” — while being accessible to the aspirational consumer.

“You do both,” Curleigh said, adding that the coffee company created an experiential experience — “they taught you a new way of drinking, venti” — while being accessible to the aspirational consumer.

“You do both,” Curleigh said, adding that the coffee company created an experiential experience — “they taught you a new way of drinking, venti” — while being accessible to the aspirational consumer.

“You do both,” Curleigh said, adding that the coffee company created an experiential experience — “they taught you a new way of drinking, venti” — while being accessible to the aspirational consumer.

“You do both,” Curleigh said, adding that the coffee company created an experiential experience — “they taught you a new way of drinking, venti” — while being accessible to the aspirational consumer.

“You do both,” Curleigh said, adding that the coffee company created an experiential experience — “they taught you a new way of drinking, venti” — while being accessible to the aspirational consumer.

“You do both,” Curleigh said, adding that the coffee company created an experiential experience — “they taught you a new way of drinking, venti” — while being accessible to the aspirational consumer.

“You do both,” Curleigh said, adding that the coffee company created an experiential experience — “they taught you a new way of drinking, venti” — while being accessible to the aspirational consumer.

“You do both,” Curleigh said, adding that the coffee company created an experiential experience — “they taught you a new way of drinking, venti” — while being accessible to the aspirational consumer.

“You do both,” Curleigh said, adding that the coffee company created an experiential experience — “they taught you a new way of drinking, venti” — while being accessible to the aspirational consumer.

“You do both,” Curleigh said, adding that the coffee company created an experiential experience — “they taught you a new way of drinking, venti” — while being accessible to the aspirational consumer.

“You do both,” Curleigh said, adding that the coffee company created an experiential experience — “they taught you a new way of drinking, venti” — while being accessible to the aspirational consumer.

“You do both,” Curleigh said, adding that the coffee company created an experiential experience — “they taught you a new way of drinking, venti” — while being accessible to the aspirational consumer.

“You do both,” Curleigh said, adding that the coffee company created an experiential experience — “they taught you a new way of drinking, venti” — while being accessible to the aspirational consumer.

“You do both,” Curleigh said, adding that the coffee company created an experiential experience — “they taught you a new way of drinking, venti” — while being accessible to the aspirational consumer.
Andy Mantis steers
what he buys, where he
spends his money,
and a parent. "To know
"Joe," a 28-year-old male
into consumer buying
of the service, which keys
What exactly is in the
aims to answer a seem-
Andy Mantis
into consumer buying
of the service, which keys
What exactly is in the
aims to answer a seem-
Andy Mantis

section of Queens, N.Y.,
will shop, for example,
Mantis said. "But they
tend to underindex at the
demographics, and
outerwear than other"
Mantis said. [as compared to other
footwear and technology
also early adopters of
"oversized, drop-crotch, plaid
custom men's wear,'" said
Ballay insisted that he
was an expatriate living
in Dubai, started selling
local tailor shop in the
and friends almost
time ago, now the
company operates a robust
ecommerce platform
form and maintains eight
digital pattern — whether
consumer being able to
create a digital pattern
consumer's body so it can

experiences from Hawaii.
Express and cargo shorts
sweatpants from Hollister,
also early adopters of
technology and "overin-
years ago. Now the
company operates a robust
ecommerce platform
form and maintains eight
digital pattern — whether
consumer being able to
create a digital pattern
consumer's body so it can

American Made

"Tackled some of the
first aspect of Quaranti, NV, is
searching factory where
handcrafted and noncompeting
set company recently
create sustainable
products.
In 2013, Knot Standard
launched an online
business in 2010, the company
launched a women's
division in 2012.
"Very few of our sales
are online and most are
custom-built in the
U.K.," Pickaerts said.
"We don't ship to 176
countries. But what is
more impressive is the
acceleration this year.
Comparing February 2016
to February 2015, mobile
has grown from 32 per-
cent of sales to 38 per-
cent. And the
"journey" from one small
store in Wimbledon on
a 40 percent repurchase
date. "We ship to 176 coun-
tries, including Stitch-

"What keeps us
awake at night is the
constant drive to
inspire our customers
with the unexpected."
Creating a New Climate

From fabric and technological developments in activewear to the growth of sustainability, innovation is bringing fresh products to the consumer.

Rain on Me

Silver is known for its electrical conductivity and metallic luster, but Columbia Sportswear's new Qore Performance fabric is durable and has enough electrical conductivity to create a conductive fabric inside.

Let It Snow

Adidas Outdoor's Terrex Agravic down jacket has heat guards at the neck, sleeve and waist to prevent warm air from escaping.

Silver Mine

“Silver is right on the cusp of ‘silver thread’ technology that allows us to make the actual fabric conductive.” — Michael Dennison, Flex R&D Time

40% Qore Performance claims that wearers' hydration levels can be 40 percent stronger.

R&D Time

Columbia Sportswear spent two-and-a-half years of research and development on its new OutDry Extreme technology.
Active’s Next Gen

Brands are combining fabric development and technology advancements to design clothes that add an array of properties.

ROSEMARY FEITELBERG | MARGAN MCCOWAN

Technological innovations through textile and material product development are being felt in all areas of the fashion world, but some more heavily than activewear and outerwear. Value-added advancements are highlighted in waterproof, moisture control and ultrawarm materials that tend to be lightweight to hit the comfort quotient. Performance characteristics are also important in areas such as antimicrobial and fritigation reduction, while health benefits and ways to track them are all in constant development.

Here’s a range of innovations in front of consumers:

- Columbia Sportswear’s newest OutDry Extreme required more than two-and-a-half years of research. Designed with durable outer layers and microperforated interior ones, the garments are waterproof and breathable for extreme elements, according to Wendy Blackbird, vice president of design and innovation. “Our goal is to see these properties everywhere we can,” Blackbird said.

- Outdry Extreme: outerwear in the 18-piece collection has an interior membrane to help wick perspiration, he said. Retailing from $100 to $500, Outdry Extreme technology is being used for a $200 women’s trench coat with external seam tape and bonded hem and cuffs.

- A Nike continues to invest heavily in research and development and communication, as evidenced by the brand’s Innovation for Everybody event, an Olympic-size marketing extravaganza in advance of this summer’s Olympics in Rio de Janeiro.

- One highlight was Nike Vapor track-and-field uniforms that feature Aerolock, a Nubuck-like accent designed to reduce drag and create lift for runners. Handshock found through Nubuck Lock, its product station/installations, with another highlight being the HyperAdapt 1.0, a sneaker that laces itself via a sensor that tells the sneaker to tighten on its own.

- Adidas also is very much about advancing athletes’ performances with technology. In advance of the German national team’s 2014 World Cup win, players used the MAClock Elite Team System to monitor their physiological performance. Players used a small Player Cell device in a techfit elite under layer with heart-rate sensors in the fabric. By doing so, they were able to track speed, distance, acceleration, heart rate and exertion levels for further analysis.

- The Fairtex, Ya-base start-up Qore Performance specializes in products that help keep athletes hydrated to try to break physical barriers and reduce recovery time. Using heat-absorbing inserts in athletic apparel that target six pulse points on the body, the company claims that wearers’ hydration levels were 40 percent stronger. The $52 hydration sleeves, for example, are designed with the braided aramid in mind. Made of a material that has a melting point of about 65 degrees Fahrenheit, Qore products are meant to off-load heat efficiently without blood vessels constricting.

- The company developed an “ice Plate,” a body-armor shaped device meant to be worn beneath a shirt. In addition to keeping the wearer cool, the ice Plate will irreversibly melt, creating water that endurance athletes, U.S. soldiers and others can drink. Qore’s director of sales and business development, Doug Burr, said the concept has been pitched to the U.S. Army.

- Juices, Adidas, Under Armour, Billabong, Rosig, Salomon Group and Carhartt are among the brands using Cocona’s 37.5 technology in fabrics that have patented active particles embedded in fibers to capture and release moisture. The process was devepeled by Cocona founder Gregory Hyggarast, whose research found that activated carbon, the same substance that water treatment companiess use to filter drinking water, had beneficial properties beyond odor control. After a lot of life time, he determined that activated carbon from coconut shells was well suited to clean-away odors and help keep athletes cool.

- Through a deal with Aspen Alpine Guides, Adidas Outdoor suits up hiking, skiing, climbing and mountaineering guides with its Outdoor Teryx Line. As a sign of its commitment to outdoor enthusiasts, Adidas Outdoor will sponsor the Aspen Outdoor Design week in the first time in August.

- With an expansive research and development facility in its headquarters in Germany and another in the U.S., Adidas tests fabrics to try to ensure they hold up under extreme climate conditions.

- “Our fabrics are extremely technical,” said Adidas chief technical officer. “They need to hold up in extreme climate situations, whether you are accumulating Everest or hanging 300 feet from the side of a cliff,” said Loren Gourley-Gibbs, key account manager. “Certain technical fabrics we will share across different business units.”

- One of its newer proprietary fabrics is “Climalock,” a double-layer polyester that is a mobile fabric with aluminum-alloy do it so that contact heat is away from the wearer’s body. Available in a handful of styles, the shirt is popular with backcountry skiers, according to Gourley-Gibbs, who said, “They need to make sure they have company dry. But, they work as a team, when they stop, then all of a sudden their body temperature is going to drop.” Adidas Outdoor Terrex Stockhorn jacket has Climalock technology to support the athlete’s muscular system and help maintain proper posture. Made of Pertex Tattomesh, the body-hugging front jacket is durable and insulated with non-sinking properties. The Terrax Agravic hooded ultralight rip-stop nylon jacket also lends off wind and rain but bonded seams and elastic bindings. Another near-leatherfield option is the Terrex Swift Climaheat Agravic down jacket, which has heat实事求是 at the neck, sleeves and waist that keep warm air from escaping.

- San Francisco-based Flex is designing and building connected products for Nike, Ford, Lululemon, OMMital and Ralph Lauren. Flex president of consumer technologies group, Michael Dennison cited the convergence in how tech integrates into clothing, from sensors and notification devices to more intelligent types of fabric.

- The company has made headway. Technology in the warehouses of running shoes, as with Lululemon, allows runners to measure how they’re running and the efficiency of their gait. With a detachable electronic device, the shorts can be washed up to 50 times.

- Earlier this year the CES consumer technology trade show, OMMital introduced a smart bra with a wearable module that measures and analyzes fitness biomarkers like breathing, heart rate and exertion, which are connected to an app. Flex’s subsidiary Shleihich PCB Technologies Co. Ltd is creating embeddable printed circuit boards to be incorporated with stretchable materials.

- “We are right on the cusp of ‘silver thread’ technology that allow us to make the actual fabric conductive,” Dennison said, meaning wearers can transmit information across the garment.

- Wearable Experiments, collaborated with MAI Holdings for Nadi fitness tight equipped with conductive, motion-detecting wires that provide real-time haptic vibrations that “coach” the yoga-practicing wearer’s body positioning. Sri Lanka-based MAI Holdings added woven wires into fabrics that are stretchable, washable and durable. The prototypes were created with the group’s in-house printing technology and work with an app that registers movements and illustrates guidance on form.

- Experts predict expansion beyond fitness tracking in wearable tech. Dennison is seeing interest from outdoor companies for safety-improving apparel and accessories such as a transponder that could be woven into the sleeves of a mountaineer’s jacket.
Flax to Fashion

By SOFIA CELESTE

Flax is a fabric whose popularity has ebbed and flowed with fashion. But in recent years, technology and innovations have helped enhance linen’s luxury status — and sales have followed. Testament to that are the designer women’s wear items being sold by retailers such as Net-a-porter: a $5,990 linen blend dress, a $5,800 linen peplum top and $965 “Lola” linen Charlotte Olympia sandals, to name a few. These yarns now offer vast possibilities and can be used for everything from beauty oils to food. Flax is the ultimate eco fiber, experts noted. There is zero water needed, zero genetically modified organisms and zero waste. “A more sophisticated client respects that linen will crease because it is indicative of its premium quality, much like how a collector would appreciate the patina on an old vintage watch,” he said.

The Corona, Italy-based company acquired the historic linen mill Solbiati in 2013 to enhance its linen offerings and take advantage of the material’s underestimated potential. “Research is centered first and foremost of all in the development of new blends, of which linen is mixed with other fibers,” said Larusmiani deputy chairman Pier Luigi Loro Piana. “The aim is to preserve the typical look of linen and add new performance features.”

In the last year, sales of Loro Piana’s linen products increased 60 percent and the company sees this trend continuing in the near term. At the last Milano Unica textile trade fair held in Milan, mills focused on linen more than ever. Traditional wool players like Toagoo 1900 amped up their offering of linen blends in their spring 2017 catalogue, which included pure linen denim and lawn linen, silk and wool blends for spring jackets. Another prominent purveyor and proponent of linen as a sustainable material is the Albini Group, which owns Cotoneificio Albini, Albini Donna, Thomas Mason, David & John Anderson and Albini 1830. On April 25 at The New School’s Parsons School of Design, the Albini Group in partnership with CELC will unfurl a visual presentation called “Linen 2.0” that will showcase linen’s journey from the flax fields of Normandy to the Albini factory. “Innovation for us is involved in every step of the process, from the spinning to the weaving of the fabric. Our proposal of linen is expansive, not limited to just pure linen. New blends and new finishing techniques give new life to linen,” said Albini Group CEO Silvano Albini, who added that the company’s spring fabrics included linen with cotton and linen with silk, while it offered 100 linen fabrics with a flannel finish for winter, to demonstrate that the fabric can be adapted for use in apparel for all seasons. “We offer a multitude of colors, yarn-dyed as well as piece-dyed, reinventing the way linen is presented today,” Albini said.

The processing stage.

The processing stage.

The processing stage.

The processing stage.

The processing stage.

The processing stage.

The processing stage.
First Federal Smart Fabrics Summit Set

Commerce Department to hold showcase for tech fabrics.

by Krist Ellis

The Obama administration is joining forces with leaders in fashion and technology to promote collaboration on new smart fabric technologies that could give momentum to the Made in America movement.

Under the direction of the U.S. Department of Commerce, the administration will devote a full day to a “Smart Fabrics Summit” on April 11 in the nation’s capital.

The day will feature David Lauren, executive vice president at Ralph Lauren, Josh Walden, senior vice president and general manager of Intel; Commerce Secretary Penny Pritzker, and several other government officials and small business executives who are developing some of the most cutting-edge technologies and fabrics in the wearable-tech area.

Advances in technology have brought a trio of industries – apparel, technology and textiles – together to develop capabilities on fabrics that could transform how athletes, soldiers and first responders interact with their clothes and the environment.

“The thing that is exciting and challenging about smart fabrics is that it really involves all three sectors working together to make products that work,” Joshua Teitelbaum, deputy assistant secretary for textiles, consumer goods and materials at the Commerce Department, who is spearheading the agency’s initiative, told WWD in previewing the summit. “I think this is going to be a great venue for each of those sectors to get together.”

Teitelbaum said the purpose of the summit, jointly hosted by Commerce and the International Fabric Association International, is threefold:

• Foster collaboration between the three industries.
• Raise awareness and increase education among the public sector agencies about the capabilities of the products.
• Consider new policies related to standards and intellectual property protection.

The wearable tech area has spurred much attention in recent years as companies launch finished commercial products into the market. Ralph Lauren, for example, introduced Polo Tech, a compression shirt that reads biological and physiological information via sensors limited into the product, at the U.S. Open last August.

Levi Strauss & Co. and Google Inc. launched the “Project Jacquard” initiative last year to bring wearable tech to traditional apparel like jeans and shirts by incorporating conductive fibers into woven textiles, essentially putting functions available on smartphones directly into woven fabrics.

Under Armour introduced its “SpeedForm Gemini 2,” smart shoes that track a user’s runs.

The high-tech products track a range of capabilities, including tracking and communicating data about their wearer or environment to other devices through embedded sensors and conductive yarns.

The global market for smart clothing is expected to grow to $600 million by 2020 from $17.2 million in 2011, according to research from Tractica LLC.

Teitelbaum said other analysts think the market is already on track to surpass that figure by 2020.

There are skeptics who question whether the new field is a gimmick or a true niche industry that is developing. But companies don’t appear to be listening and continue innovating and introducing new products. Teitelbaum sees it as an emerging industry.

“Our administration’s innovation agency, as the secretary [Pritzker] likes to say, I think we can play a really important role to try to bring all of the different players together and say that this appears to be an emerging industry,” Teitelbaum said. “Let’s see if, with the industry, together we can identify policies that might accelerate the design of these products by U.S. companies or manufacturing them in the United States.”

Teitelbaum said there could be opportunities for the U.S. textile industry, which has seen some hints of revival as a “Made in America” sentiment has improved in recent years.

To that end, the administration launched a competition for $150 million public-private investment in a new textile manufacturing innovation institute last March.

Dubbed the “Revolutionary Fibers and Textiles Manufacturing Innovation Institute,” it will seek to “ensure that America remains at the leading edge of fiber sciences” through a $75 million public investment that will be matched by more than $75 million in private investment in researching, prototyping and commercializing fibers with “extraordinary properties,” the White House said. The applications, currently under review, were open to leading manufacturers, universities and nonprofit organizations.

“It is focused on technical textiles of all kinds, whether that’s extraordinary flame resistance or fabrics that have photovoltaic capability to capture sunlight and store that as energy or features that really reduce the weight that soldiers have to bear while they are in the field,” he said. “Fiber and textile innovation is going to be key for all of those things.”

The fiber and textile institute will be an important factor in being a place of innovation for apparel as well as smart fabrics, he added.

Teitelbaum said there could be opportunities for the U.S. textile industry, which has seen some hints of revival as a “Made in America” sentiment has improved in recent years.

To that end, the administration launched a competition for $150 million public-private investment in a new textile manufacturing innovation institute last March.

Dubbed the “Revolutionary Fibers and Textiles Manufacturing Innovation Institute,” it will seek to “ensure that America remains at the leading edge of fiber sciences” through a $75 million public investment that will be matched by more than $75 million in private investment in researching, prototyping and commercializing fibers with “extraordinary properties,” the White House said. The applications, currently under review, were open to leading manufacturers, universities and nonprofit organizations.

“It is focused on technical textiles of all kinds, whether that’s extraordinary flame resistance or fabrics that have photovoltaic capability to capture sunlight and store that as energy or features that really reduce the weight that soldiers have to bear while they are in the field,” he said. “Fiber and textile innovation is going to be key for all of those things.”

The fiber and textile institute will be an important factor in being a place of innovation for apparel as well as smart fabrics, he added.

Teitelbaum said there could be opportunities for the U.S. textile industry, which has seen some hints of revival as a “Made in America” sentiment has improved in recent years.

To that end, the administration launched a competition for $150 million public-private investment in a new textile manufacturing innovation institute last March.

Dubbed the “Revolutionary Fibers and Textiles Manufacturing Innovation Institute,” it will seek to “ensure that America remains at the leading edge of fiber sciences” through a $75 million public investment that will be matched by more than $75 million in private investment in researching, prototyping and commercializing fibers with “extraordinary properties,” the White House said. The applications, currently under review, were open to leading manufacturers, universities and nonprofit organizations.

“It is focused on technical textiles of all kinds, whether that’s extraordinary flame resistance or fabrics that have photovoltaic capability to capture sunlight and store that as energy or features that really reduce the weight that soldiers have to bear while they are in the field,” he said. “Fiber and textile innovation is going to be key for all of those things.”

The fiber and textile institute will be an important factor in being a place of innovation for apparel as well as smart fabrics, he added.

Teitelbaum said there could be opportunities for the U.S. textile industry, which has seen some hints of revival as a “Made in America” sentiment has improved in recent years.

To that end, the administration launched a competition for $150 million public-private investment in a new textile manufacturing innovation institute last March.

Dubbed the “Revolutionary Fibers and Textiles Manufacturing Innovation Institute,” it will seek to “ensure that America remains at the leading edge of fiber sciences” through a $75 million public investment that will be matched by more than $75 million in private investment in researching, prototyping and commercializing fibers with “extraordinary properties,” the White House said. The applications, currently under review, were open to leading manufacturers, universities and nonprofit organizations.

“It is focused on technical textiles of all kinds, whether that’s extraordinary flame resistance or fabrics that have photovoltaic capability to capture sunlight and store that as energy or features that really reduce the weight that soldiers have to bear while they are in the field,” he said. “Fiber and textile innovation is going to be key for all of those things.”

The fiber and textile institute will be an important factor in being a place of innovation for apparel as well as smart fabrics, he added.

Teitelbaum said there could be opportunities for the U.S. textile industry, which has seen some hints of revival as a “Made in America” sentiment has improved in recent years.

To that end, the administration launched a competition for $150 million public-private investment in a new textile manufacturing innovation institute last March.

Dubbed the “Revolutionary Fibers and Textiles Manufacturing Innovation Institute,” it will seek to “ensure that America remains at the leading edge of fiber sciences” through a $75 million public investment that will be matched by more than $75 million in private investment in researching, prototyping and commercializing fibers with “extraordinary properties,” the White House said. The applications, currently under review, were open to leading manufacturers, universities and nonprofit organizations.

“It is focused on technical textiles of all kinds, whether that’s extraordinary flame resistance or fabrics that have photovoltaic capability to capture sunlight and store that as energy or features that really reduce the weight that soldiers have to bear while they are in the field,” he said. “Fiber and textile innovation is going to be key for all of those things.”

The fiber and textile institute will be an important factor in being a place of innovation for apparel as well as smart fabrics, he added.

Teitelbaum said there could be opportunities for the U.S. textile industry, which has seen some hints of revival as a “Made in America” sentiment has improved in recent years.
Lessons in Sustainability

CFDA designers take part in CLASS workshop.

By ARTHUR FRIEDMAN

It was a teaching moment. Brands and designers chosen to participate in the CFDA + Lexus Fashion Initiative were schooled on sustainable innovation in textiles this month as part of their 17-month virtual residency program.

An integral aspect of the program, designed to inspire thought leadership, facilitate the implementation of innovative business practices and create meaningful change within American fashion, is to elevate the level and percentage of sustainability within apparel, jewelry and accessories design businesses.

Doing the teaching was Giusy Bettoni, founder of CLASS, or Creativity Lifestyle and Sustainability Initiative. Among the finalists in attendance were Christopher Kunz of Erin Snow and design team members from Tome and Gion / Maria Giuso.

Kunz agreed with a key point Bettoni made that the “commercial viability of the sustainable products” — three distinct elements when combined… doesn’t equate with quality,” she said.

Bettoni explained and showed several examples of fabrics that are part of CLASS. Exumes by Marchi & Filati, which drew Kunz’s interest, transforms pre-dyed fabric clippings into high-quality cotton yarns, thereby saving water and energy and reducing landfill space.

Re-Verso is a line of re-engineered wool and cashmere upcycled using pre-consumer fabric cuts. Bettoni showed a Gucci fall 2016 coat being made using the Re-Verso cashmere.

Kunz was impressed by the hand and look of the materials presented, as pieces were passed around the room for the old “touchy-feely.”

In the end, he said, “It’s more difficult to sell sustainability to the consumer. It’s easier to sell a product and then explain to the consumer in some way to show that it’s an added benefit.”

During the workshop Bettoni also stressed that “the commercial viability of the sustainable material and fabric” was essential.

“The average consumer still believes sustainable doesn’t equal with quality,” she said.

“That’s why she likes to call this new generation of fabrics “responsible innovation” with a “3.0 approach: creativity, innovation and responsibility” — three distinct elements when combined, guarantee a competitive market advantage.”

Bottom explained and showed several examples of fabrics that are part of CLASS. Exumes by Marchi & Filati, which drew Kunz’s interest, transforms pre-dyed fabric clippings into high-quality cotton yarns, thereby saving water and energy and reducing landfill space.

Re-Verso is a line of re-engineered wool and cashmere upcycled using pre-consumer fabric cuts. Bottom showed a Gucci fall 2016 coat being made using the Re-Verso cashmere.

Kunz was impressed by the hand and look of the materials presented, as pieces were passed around the room for the old “touchy-feely.”

While not part of Milan-based CLASS, many Italian mills have been pioneers in textile sustainability innovation. Carti&Co’s Systema Saracuse collection of cashmere yarn is dyed with herbs, berries and roots such as the blue-indigo tones of the wood plant from the spinners’ native Cagli territory.

At the most recent Pitti Filati fair, Lanificio di Ottavio showed off its sustainable “Guzing Grant” project that uses organic cotton yarns for a cleaner, more classic approach.

Tiello 1000 has stressed its investment in sustainability through areas such as methods to decrease water usage, and in more energy-efficient machinery, and Wool Baruffa has developed a special technology with Turin’s Politecnico University that was applied to wool to manufacture H2Dry, a high-tech yarn that’s washable for travel wear and activewear.

Additional finalists for the CFDA + Lexus Fashion Initiative are Dennis by Sara Beltran, Katie O’Gorman and Michael Miller from Killer Collection, and W’Yaka’s Wyen Yen Tuan.

At the conclusion of the program, the three brands that have most significantly advanced their companies’ ethos to a higher standard of sustainable and social responsibility will be awarded the grand prize and two runner-up prizes will also be handed out. The winner will receive $150,000 and each runner-up will be awarded $50,000. ■

All Re.Verso partners collection

H2Dry, top performance every day

The first 5 years of research at the Zegna Baruffa Lane Borgoisia laboratories. H2Dry is the technical treatment that gives pure wool yarns characteristics no one would have thought possible. Breathable, elastic, irauritible: properties perfect for situations in which high performance is indispensable. But also ideal for normal day-to-day garments.

Nature and research. Together

Nature gives us the best ideas. Humans ingeniously transform them into something unique, original and leading the performance of pure-wool fiber to new levels. Re-Active H2Dry and K-Wool H2Dry represent an ideal symbiosis of craft know-how and technological research; both yarns having superior technical characteristics and aesthetic qualities of absolute excellence.

ZEUGNA-BARUFFA LANE BORGOSIA S.P.A.
FILATUREDI VALLE MOSSO - ITALY
www.baruffa.com
Emma Greenwell has just changed back into her fitted blazer T-shirt and frayed jeans after wrapping another acting outpatient, and she's the process has drawn a gaggle of soggy over her cropped Rachel Comey denim. They're coming out with those in black, which is going to be really nice,” she says. The dark is really going to be discussed.

“It was spoiling, it was divine,” she says. “It felt really good to be out of the show by around 4 p.m., but then there was the dinner with Mrs. Prada, and so all of dinner with Mrs. Prada, and so all of us in the bar of the hotel eating hamburgers, in the most beautiful clothing, trying to keep ourselves pristinely pristine.”

Greenwell was born in Greenwich, Conn., to a French mother and an English father; the family moved out of a Hollywood motion-picture acting scene is, fittingly, something — which I didn't — so I don't think I'll ever do that again.”

“Shameless,” she'd been working as a server at London's Michelin-starred Thames-hugging restaurant as a server at London's Michelin-starred Thames-hugging restaurant — in the months before her second birthday, she attended the London Academy of Music and Dramatic Art for a year. “I was good but it made me realize that I didn't want to go to drama school” — before trying her luck at pilot season in Los Angeles. “Shameless,” the gritty, grimey Showtime drama was her first job. She booked it when she was 18. “I honestly thought that I was doing that so they would think, ‘No.’”

On her last shift, the night before moving to L.A., she happened to be discussed.

“Shameless,” she's been working as a server at London's Michelin-starred Thames-hugging restaurant — in the months before her second birthday, she attended the London Academy of Music and Dramatic Art for a year. “I was good but it made me realize that I didn't want to go to drama school” — before trying her luck at pilot season in Los Angeles. “Shameless,” the gritty, grimey Showtime drama was her first job. She booked it when she was 18. “I honestly thought that I was doing that so they would think, ‘No.’”

On her last shift, the night before moving to L.A., she happened to be discussed.

Emma Greenwell, for her part, is a natural scourer. “I've only ever bought one designer handbag,” she says, “and I thought that I would like feel something different — which I didn't — so I don't think I'll ever do that again.”

Greenwell was born in Greenwich, Conn., to a French mother and an English father; the family moved out of a Hollywood motion-picture acting scene is, fittingly, something — which I didn't — so I don't think I'll ever do that again.”

“Shameless,” she'd been working as a server at London's Michelin-starred Thames-hugging restaurant as a server at London's Michelin-starred Thames-hugging restaurant — in the months before her second birthday, she attended the London Academy of Music and Dramatic Art for a year. “I was good but it made me realize that I didn't want to go to drama school” — before trying her luck at pilot season in Los Angeles. “Shameless,” the gritty, grimey Showtime drama was her first job. She booked it when she was 18. “I honestly thought that I was doing that so they would think, ‘No.’”

On her last shift, the night before moving to L.A., she happened to be discussed.

“I've only ever bought one designer handbag and I thought that I would like feel something different — which I didn't — so I don't think I'll ever do that again.”

Greenwell was born in Greenwich, Conn., to a French mother and an English father; the family moved out of a Hollywood motion-picture acting scene is, fittingly, something — which I didn't — so I don't think I'll ever do that again.”

“Shameless,” she'd been working as a server at London's Michelin-starred Thames-hugging restaurant as a server at London's Michelin-starred Thames-hugging restaurant — in the months before her second birthday, she attended the London Academy of Music and Dramatic Art for a year. “I was good but it made me realize that I didn't want to go to drama school” — before trying her luck at pilot season in Los Angeles. “Shameless,” the gritty, grimey Showtime drama was her first job. She booked it when she was 18. “I honestly thought that I was doing that so they would think, ‘No.’”

On her last shift, the night before moving to L.A., she happened to be discussed.

“I've only ever bought one designer handbag and I thought that I would like feel something different — which I didn't — so I don't think I'll ever do that again.”

Greenwell was born in Greenwich, Conn., to a French mother and an English father; the family moved out of a Hollywood motion-picture acting scene is, fittingly, something — which I didn't — so I don't think I'll ever do that again.”

“Shameless,” she'd been working as a server at London's Michelin-starred Thames-hugging restaurant as a server at London's Michelin-starred Thames-hugging restaurant — in the months before her second birthday, she attended the London Academy of Music and Dramatic Art for a year. “I was good but it made me realize that I didn't want to go to drama school” — before trying her luck at pilot season in Los Angeles. “Shameless,” the gritty, grimey Showtime drama was her first job. She booked it when she was 18. “I honestly thought that I was doing that so they would think, ‘No.’”

On her last shift, the night before moving to L.A., she happened to be discussed.

“I've only ever bought one designer handbag and I thought that I would like feel something different — which I didn't — so I don't think I'll ever do that again.”
Super Slump

Henry’s style suits the mediocrity of his movie reviews and Dave shows us how Santa slims down in the off-season.

Cara Delevingne

Henry’s style suits the mediocrity of his movie reviews and Dave shows us how Santa slims down in the off-season.

D

Rob Kardashian

The high-volume hair overpowered the metallic dress, but she can still carry it off. Kendall

D

Blac Chyna

The high-volume hair overpowered the metallic dress, but she can still carry it off. Kendall

B

Henry Cavill

The Seventies feel of her haute couture Lanvin dress was made to sit and the jeans were ill-fitting. Kendall

C

Jamie King

The Seventies feel of her haute couture Lanvin dress was made to sit and the jeans were ill-fitting. Kendall

A-

Kendall Jenner

The Seventies feel of her haute couture Lanvin dress was made to sit and the jeans were ill-fitting. Kendall

C +

Jon Lovitz

The Seventies feel of her haute couture Lanvin dress was made to sit and the jeans were ill-fitting. Kendall

C

Cara Delevingne

The Seventies feel of her haute couture Lanvin dress was made to sit and the jeans were ill-fitting. Kendall

B +

David Letterman

The Seventies feel of her haute couture Lanvin dress was made to sit and the jeans were ill-fitting. Kendall

FAIL
What started in a corner shop next to a pear tree in mid-19th-century New York has grown across 54 countries in 165 years. Kiehl's Since 1851 now ranks as the sixth largest skin-care brand in the world.
Male Awakening

"Men are more conscious than ever of their appearance, and more open to talking about it or treating it than ever before."

CHRIS SALGARDO, KIEHL'S USA

The Power Serum is one of the new products joining the Kiehl's lineup.

We definitely have been building the perception of Kiehl's as a skin-care expert and that has been very important to our success.

CHERYL VITALI, KIEHL'S SINCE 1851

The Classics

“We definitely have been building the perception of Kiehl's as a skin-care expert and that has been very important to our success.”

CHERYL VITALI, KIEHL'S SINCE 1851
Back to the Apothecary
A new range of skin care personalizes solutions to common problems.

BY PETE BORN

Kiehl’s Since 1851 is breaking new ground to mark its 150th anniversary. Rooted in skin-care innovation and proud of its apothecary heritage, the company calls a KCR, or a Kiehl’s customer representative. The consultants are trained about their most pressing concerns and, based on the analysis, the top two problems are targeted.

Two skin-specific Targeted Complexes, or boosters, are picked out of the line available in the line and paired with a Skin Strengthening Concentrate, or base. The formula of the concentrate includes 35 percent Squalane and 20 percent of Skin Lipid Complex.

Geoffrey Geneau, Kiehl’s head chemist, said the ingredient blend of the concentrate base has been mixed to fortify, moisturize and protect the skin barrier. The two boosters are meant to be mixed with the base concentrate at home, thus activating the mixture. The company cautions that the boosters are so potent that they cannot be applied to the skin directly without being mixed with the base.

The retail price of the three-item set is $95, and depending on rates of usage, one mixture can last up to six months, according to Vitali.

The line is designed for men and women and Vitali thinks customers will be drawn from Kiehl’s current base: “Part of our current customer base will be interested in this level of service,” she said. “But I think we will also get what I call the involved age fighters.”

“This is very much for Boomers and Millennials who are starting their aging fight,” she said. “This is for people who are very engaged and interested in combating some of these skin-care concerns.” She noted that both groups could be confronting the same problem, like redness.

“We are going to get new consumers to Kiehl’s because of two reasons,” she asserted. “One is this mind-set is pretty broad, pretty global. But also it’s a pretty unique proposition. It’s not like everyone has been sure that Kiehl’s has something for them, this gives them a chance to meet us.”

Asked what the new line will contribute to a market that already offers products targeted to the same melodies, Vitali said, “First of all, this is more targeted. You can buy products that address many issues, including the ones that we suggested, but not in this focused combination, and not with the level of efficacy and concentration we have. I have to point to the service piece as well,” she said, underscoring the value of the consultation process, during which the customer’s worries can be brought into focus.

“Personalization is a growing trend, whereby customers are seeking products that are for me. This customer wants to be engaged in the conversation, wants to be part of determining the best solution for themselves,” Vitali continued. “Apothecary Preparation is driven by an assessment between the customer and Kiehl’s, not by a decree. The customer’s participation is a key dimension of our personalization service.”

The Apothecary line will make its debut in Kiehl’s New York flagship in Greenwich Village in April, then follow up at London at Harrods in May and with a San Francisco exclusive in Neiman Marcus in June. The same month, there will be a European rollout in France, Spain, Italy and Germany. Distribution will expand into Asia in the fall.

Vitali estimates that the Apothecary collection will be available in 150 doors around the world by the time the first phase ends in mid-2017. By the time the second phase ends in mid-2018, the number is expected to grow to 300 doors. Europe, including the Eastern Bloc, has been fertile territory, and so has China.

The distribution is out of a global total of 1,550 doors worldwide, 25 percent of them in the U.S. Vitali stressed that not every door is suitable for the new line. “It will be where we think the customer fit, and then we have to have the right level of service and in-store presence. Consultation is required,” she said, noting that the stores has to be able to accommodate a detailed discussion.

“This is for people who are very engaged and interested in combating...skin-care concerns.”

Cheryl Vitali, Kiehl’s Since 1851

Kiehl’s, a subsidiary of global industry leader L’Oréal, does not break out sales projections, and Vitali declined comment when asked about the new line’s prospects. But industry sources estimate that Apothecary Preparations could generate 15 million euros, or $16.9 million at current exchange, in the first year after the line is fully rolled out in the first phase. As for the total business on a global basis, industry sources estimate Kiehl’s generates sales of about $1 billion a year worldwide. Executives had no comment.

Speaking of the wider significance, Vitali preceded her answer by saying, “We definitely have been building the perception of Kiehl’s as a skin-care expert and that has been very important to our success. This allows us to take and elevate the personalized skin-care service to really cement our expertise in skin care.”

Chris Salgado, president of Kiehl’s USA, noted, “As a brand that consistently creates unique and efficacious products, we’re looking forward to offering our customers this new, interactive experience.”

Vitali summed up the opportunity. “We are very much expecting it will help bring new customers to Kiehl’s. We don’t advertise, we rely on word of mouth. This will give us a lot of visibility to people who maybe don’t know us but may want to revisit us.”
Chris Salgado, Easy Rider

Kiehl’s U.S. president sees a men’s boom ahead.

By JULIE NAUGHTON

Not surprisingly for a man who has used the brand for 26 years, Salgado also sees men’s as a huge market opportunity—an opinion he shares with B3 and NPD, which identified the combined mass and prestige men’s treatment category in the U.S. as a $6.3 Billion business in 2015, a gain of 3 percent over the previous year. And he believes the category will continue to grow. For instance, Salgado said, 58 percent of males 18 to 34 and 53 percent of males 25 to 34 globally use a facial moisturizer.

“Men are more conscious than ever of their appearance, and more open to talking about it or treating it than ever before,” Salgado said, adding that “2015 was the first year there was more interest in men’s hair than women’s hair on Google [by around 6 percent], meaning real guys are showing a real interest.”

And for men, it’s not all about shaving cream and toothpaste anymore. “It’s not just that men are becoming more comfortable with coming to regular grooming routines; we’re actually bearing increasing demands for more sophisticated formulas such as antaging serums and eye-area treatments,” Salgado said.

Kiehl’s consumers are 40 percent male and 50 percent female at present, Salgado said. “Last year, the men’s category saw 8 percent market growth, heavily driven by activity in the antiaging arena, where Kiehl’s was up 34 percent,” Salgado said. “And though Kiehl’s products can all be used by both genders, we know that men tend to have thicker, oilier, sweatier, denser skin. With that in mind, our men’s products are formulated with ingredients that specifically target that skin type. Our routine recommendation for most men is: cleanse, specific for men’s skin,” Salgado said. “This builds on our heritage of formulating show products specifically for men’s skin,” Salgado said. “This new, unique lightweight gel lotion is released with Cupuacu butter, Kukui nut oil and cypress and acai moisture essential oil. It is made for all skin types and is designed to enable a faster, more precise shave, especially for those with redness, burns, etc., that they need to work around. It instantly softens facial hair and provides hydrating protection.” Industry sources estimated that it could do $4 million to $5 million in its first year on counter.

One of Salgado’s favorites is due in June: Nourishing Beard Grooming Oil. “Beard oil is in the top five Google searches amongst men, and 67 percent of New York men have some sort of facial hair.”

“’Manmade’ is the first of its kind in that it not only provides answers to basic concerns, but also offers a unique blend of product-specific guidance and lifestyle tips,” Salgado said. “And it’s showing: 31 percent of ‘Manmade’ book buyers are first-time Kiehl’s shoppers.”

Salgado also discussed the company’s strong philanthropic efforts. “As a company that’s philanthropic, giving back to the communities in which we do business has always been a part of our heritage,” he said, “To be able to do the HIV and AIDS, children’s, environmental and women’s work that we do is the greatest gift. We’ve proven you can be a successful company while doing good in the world.”
A Short History of Kiehl’s

By Ellen Thomas

1850
1851
Brunswick Apotheke opens as a neighborhood pharmacy on the corner of 13th Street and Third Avenue in New York.

1851
1860
1870
1880
1890
1900
1910
1920
1930
1940
1950
1960
1970
1980

1964
Blue Astringent Herbal Lotion launches. Some regular Andy Warhol bought so much that he only bought it in its largest size, a 32-oz. bottle.

1969
Kiehl’s Lip Balm #1 is launched.

1971
Bergdorf Goodman becomes the first wholesale account.

1984
Apprentice John Kiehl purchases the original East Village location and renames it Kiehl Pharmacy.

1988
Jean Kiehl’s daughter of Aaron Morse takes the helm of the family business.

1990
Kiehl’s opens its second freestanding store in the Pacific Heights district of San Francisco. Plans for Boston and Los Angeles locations are revealed.

2000
After customer demand becomes overwhelming, Jean Kiehl’s daughter of Kiehl’s coins the American license of Clinical that will later become Clinical USA, for an estimated $185 million.

2001
The first international freestanding store opens in London’s Covent Garden.

2005
Dermatologist Solutions is launched with three items, including the Powerful Strength Line-Reducing Concentrate with a 10.5 percent level of stabilized vitamin C, and its retinol dipeptide.

2006
Ultra Facial Cream, a richer version of the original Ultra Facial Moisturizer, is introduced.

2009
With the launch of Midnight Recovery Concentrate, Kiehl’s becomes an early adopter of the facial oil trend.

2010
Lidl for Kiehl’s, a 50-day charity motorcycle trip, is introduced to fund AIDS research. Routes over the years have ranged from San Diego to San Francisco to Baltimore to Washington.

2014
The Smithsonian Institution adds 10 products to its Kiehl’s collection, which numbers more than 100.

2016
LifeRide for amfAR, a 12-day charity motorcycle trip, is introduced to fund AIDS research. Routes over the years have ranged from San Diego to San Francisco to Miami to Washington.

2016
The Oil Eliminator skin-care range, developed with a proprietary technology based on aerogel, an insulation material used by NASA, is introduced. An outer-space-themed social media campaign ensues, centered on the launch of new products to an elevation of almost 120,000 feet above the Earth.

2016
The Oil Eliminator skin-care range, developed with a proprietary technology based in aerogel, an insulation material used by NASA, is introduced. An outer-space-themed social media campaign ensues, centered on the launch of new products to an elevation of almost 120,000 feet above the Earth.

2017
Bergdorf Goodman becomes the first wholesale account.

1921
Irving Morse buys the pharmacy from John Kiehl, introducing skin and hair products under the name Kiehl’s Since 1851.

1921
In an attempt to expand its market, Aaron Morse begins displaying his collection of vintage Harley-Davidson and Indian motorcycles as decor inside the pharmacy.

1920s
Under Morse’s influence, customer sampling is encouraged and “try before you buy” becomes the pharmacy’s motto. Kiehl’s also begins listing its ingredients on product labels.

1930
Ultra Facial Moisturizer and Creme de Corps are introduced.

1950
Dermatologist Solutions is launched with three items, including the Powerful Strength Line-Reducing Concentrate with a 10.5 percent level of stabilized vitamin C, and its retinol dipeptide.

1950
Dermatologist Solutions is launched with three items, including the Powerful Strength Line-Reducing Concentrate with a 10.5 percent level of stabilized vitamin C, and its retinol dipeptide.

1961
Aaron Morse takes over the family business from his father, Irving.

1961
Aaron Morse takes over the family business from his father, Irving.

1964
Blue Astringent Herbal Lotion launches. Some regular Andy Warhol bought so much that he only bought it in its largest size, a 32-oz. bottle.

1964
Blue Astringent Herbal Lotion launches. Some regular Andy Warhol bought so much that he only bought it in its largest size, a 32-oz. bottle.

1965
1851
1860
1870
1880
1890
1900
1910
1920
1930
1940
1950
1960
1970
1980

1970s
Ultra Facial Moisturizer and Creme de Corps are introduced.

1970s
Ultra Facial Moisturizer and Creme de Corps are introduced.

1988
Jami Morse Heidegger, daughter of Aaron Morse, takes the helm of the family business.

2009
With the launch of Midnight Recovery Concentrate, Kiehl’s becomes an early adopter of the facial oil trend.

2010
Lidl for Kiehl’s, a 50-day charity motorcycle trip, is introduced to fund AIDS research. Routes over the years have ranged from San Diego to San Francisco to Baltimore to Washington.

2016
The Smithsonian Institution adds 10 products to its Kiehl’s collection, which numbers more than 100.

2017
Bergdorf Goodman becomes the first wholesale account.

2019
The Oil Eliminator skin-care range, developed with a proprietary technology based in aerogel, an insulation material used by NASA, is introduced. An outer-space-themed social media campaign ensues, centered on the launch of new products to an elevation of almost 120,000 feet above the Earth.
Edgy by Design

Staying true to its apothecary roots is at the forefront of Kiehl's store design strategy, leading the brand’s outposts to feature Mr. Bones the skeleton and a smattering of test tubes under chandeliers and neon lighting. “We’re New-York-born-and-bred, so we always stay true to our East Village roots, keeping it edgy through eclectic design elements like wall murals, graffiti, exposed brick walls and neon lights,” said Maria Gustafson, Kiehl’s senior vice president of global creative. “We commissioned a mural from graffiti artist group Tats Cru outside of our Hell’s Kitchen store as a nod to the gritty history of the neighborhood, and a full-service barbershop caters to men and references the look and feel of early New York barbershops.” —ALLISON COLLINS
2016 CEW BEAUTY INSIDER AWARD FINALISTS

BATH AND BODY PRESTIGE
- BATH AND BODY MASS
- ANTI-AGING PRESTIGE
- ANTI-AGING MASS

FACE PRODUCT PRESTIGE
- EYE TREATMENT
- EYE PRODUCT PRESTIGE
- EYE PRODUCT MASS

FACE SHAMPOO/HAIR CONDITIONER
- HAIR TOOLS
- HAIR STYLE/CARE PRODUCT

CLEANSER & SCRUB
- HAIR SHAMPOO/HAIR CONDITIONER

HAIR PRODUCT PRESTIGE
- HAIR PRODUCT MASS

HAIR TOOLS
- SMASHBOX COSMETICS Be Legendary Matte Lipstick
- CLINIQUE Pop Lip Colour + Primer
- CHRISTIAN DIOR Addict Lipstick Sensational Color
- CHARLOTTE TILBURY Matte Revolution
- ULTA BEAUTY Shiny Sheer Lip Gloss
- FLOWER Lip Radiance High Shine Lip Lacquer
- GHD Platinum Styler
- DEVACURL Devadryer & Devafuser
- CHI Smart Gemz Zirconium Titanium 1" Hairstyling Iron
- BABYLISSPRO Rapido
- LIVING PROOF Blowout
- JOICO Hair Shake Finishing Texturizer Spray
- AVEDA Thickening Tonic

HAIR TREATMENT
- SMASHBOX COSMETICS Camera Ready BB Water
- ESTÉE LAUDER Double Wear Makeup to Go Liquid Compact
- ULTA BEAUTY Demi Matte Foundation
- SONIA KASHUK Undercover Liquid Concealer
- NYX COSMETICS Highlight & Contour Pro Palette
- CHRISTIAN DIOR Diorshow Mascara
- BENEFIT COSMETICS Roller Lash Super-curling & Volumizing Mascara
- NEUTROGENA ® Nourishing Long Wear Eye Shadow + Primer
- NEUTROGENA ® Ultra-light Eye Makeup Remover
- MAYBELLINE New York The Falsies Push Up Drama
- COTY INC. Rimmel Wonderlash Mascara
- CHRISTIAN DIOR TRÈS VIVRE L’EAU Eau de Toilette
- L’ORÉAL PARIS Excellence Age Perfect Hair Color
- ORIGINS Dr. Andrew Weil for Origins Mega-mushroom Skin Relief
- SHISEIDO COSMETICS AMERICA Ibuki Multi Solution Gel

NAIL PRODUCT
- LIP TREATMENT

CONGRATULATIONS
AT THE BEAUTY AWARDS LUNCHEON ON MAY 13TH! RESERVE TICKETS AT CEW.ORG.

PRESENTED BY
Piper Jaffray
FOREO
COLOR WOW
JURLIQUE
PERFECT CORP US YouCam Makeup
L’ORÉAL PARIS Makeup Genius
COTY INC. Sally Hansen Manimatch

MORE SPECIAL AWARDS
- COACH Fragrance
- JAMIE ZONE Innovation
- DESIGNER Makeup
- ESTEE LAUDER Modern Muse Le Rouge Eau de Parfum
- TOMMY HILFIGER FRAGRANCES 24k Brilliant Gold Eau de Parfum
- HARRY’S Daily Face Wash
- HONEST BEAUTY Magic Balm
- ORIBE HAIR CARE Airbrush Root Touch-up Spray
- L’ORÉAL PARIS Age Perfect Flawless Liquid Foundation
- ESTÉE LAUDER Modern Muse Le Rouge Eau de Parfum
- TOMMY HILFIGER FRAGRANCES 24k Brilliant Gold Eau de Parfum
- HARRY’S Daily Face Wash
- HONEST BEAUTY Magic Balm
- ORIBE HAIR CARE Airbrush Root Touch-up Spray
- L’ORÉAL PARIS Age Perfect Flawless Liquid Foundation
Real

Models once walked the runway in uniform beauty looks, but in recent seasons, backstage makeup artists and hairstylists have stepped away from the tools, products and highfalutin creative inspiration – letting each individual stay true to her own features and style.

Girls

By ELLEN THOMAS Photographs by DAVID URIBANKE

Makeup by GRACE AHN Hair by HELEN REAVEY
The new take on beauty has shifted to highlight the unique features and personal style of each model. Shown on social media, Millennials control the marketplace and have a celebration of more diversity, more uniqueness and to a lesser extent, individuality. Sometimes a girl will walk into a show and we’ll be like, ‘She looks great, leave her alone. Literally not touching,’ says hairstylist Anthony Turner. “Accentuating what’s unique about yourself if you want to or not – honestly, there are no hard and fast rules – is really a celebration of more diversity, more uniqueness [and it’s] more unconventional, which is the new conventional now,” says John Demsey, executive group president of the Estée Lauder Cos. Inc. “This girl gets her curly hair – it’s beautiful, we just thickened it up,” says hairstylist Orlando Pita, using a hairbrush toward the model sitting in a hair seat behind him backstage at the Michael Kors fall runway show. Pita crafted a variety of looks for the show, keeping in mind the original hair textures of each model. “There are little differences, but everybody’s different. It’s embracing each girl and enhancing what they have.”

“They are not soldiers. They are women that [Joseph Altuzarra] loves, and he likes them all because they are individuals and he wants to treat [them] that way,” says Nars makeup artist Tom Pecheux while backstage at the Altuzarra show this past season, for which he led the makeup direction. "Individual beauty expressed on the runway is indicative of a generational shift in perspective on beauty.”

According to data from The NPD Group, makeup category ► marketing and brand at Sephora. “That’s totally driven by influencers, makeup videos, celebrities and the like.”

Backstage at the shows has long been a place where beauty trends are born and product development is set in motion. If makeup and styling agents are affecting a new natural minimalism, the beauty industry would seemingly question the impact this will have on the marketplace. If products aren’t in fashion, what happens to consumer demand? It seems counterintuitive that makeup sales are soaring in the midst of a “no makeup-makeup” moment on the runways, but makeup, always a standout category for sales, is not losing momentum in the marketplace. Rather, just the opposite – it’s accelerating.

“The consumer perception has shifted in a way to think about using makeup [both] to transform and to celebrate the individual,” says Deborah Yeh, senior vice president of marketing and brand at Sephora. “That’s totally driven by influencers, makeup videos, celebrity and the like.”

In Europe, while many designers still cling to the notion of runway beauty as a singular look, others have adapted the concept of individuality alongside their American counterparts. The shows in total also tend to be more of a spectacle. In Paris, the makeup look at Gucci, Giambattista Valli and Emanuel Ungaro is the idea to give each model a beauty look to highlight her own individuality, while still staying true to the designer’s story.

“With my generation, I felt that we were more adaptable to a societal norm, whether it be in beauty or fashion. Looking at Andy and Taylor, it’s like, ‘If this doesn’t fit into what I like or what is meaningful to me, I’m not going to bother,’” says Jenny Frankel, founder and chief executive officer of Untan-tix, a cosmetic line she founded last year and runs with her teenage daughters.

“The new take on beauty has shifted to highlight the unique features of each model. Shown here, clockwise from top: backstage at Altuzarra, Zac Posen, Michael Kors and Altuzarra. The digital age is a place where looks are aggressively shared on social media. Millennials control the marketplace and fashion is no longer governed by a central point of view. ‘Accentuating what’s unique about yourself if you want to or not – honestly, there are no hard and fast rules – is really a celebration of more diversity, more uniqueness [and it’s] more unconventional, which is the new conventional now,'” says John Demsey, executive group president of the Estée Lauder Cos. Inc. ‘Especially this season, she wanted the girls to be themselves, and I think the casting had reflected that,’ makeup artist Diane Kendal says of the Céline show and its designer, Phoebe Philo. Kendal loved the makeup look. ‘It’s in Europe, too. For the past few seasons, designers [globally] have kind of wanted the casting to reflect [the] individual, to have [each model] have sort of a personal feel.’”

Lynne Demmy, executive director of makeup artistry, MAC Cosmetics, talks WWD. “We’ve seen this individualized beauty trend in Europe in shows such as Charlotte Olympia, I’m Isella Marru, Ilaria, Marc Jacobs, Alexander Wang, Giambattista Valli and Emmanuel Ungaro. The idea is to give each model a beauty look to highlight her own individuality, while still staying true to the designer’s story.”

“Individual beauty expressed on the runway is indicative of a generational shift in perspective on beauty.”

“The guy [Altuzarra] likes, and he likes them all because they are individuals and he wants to treat [them] that way,” says makeup artist Tom Pecheux while backstage at the Altuzarra show this past season, for which he led the makeup direction. “Accentuating what’s unique about yourself if you want to or not — honestly, there are no hard and fast rules — is really a celebration of more diversity, more uniqueness [and it’s] more unconventional, which is the new conventional now,” says John Demsey, executive group president of the Estée Lauder Cos. Inc. “This girl gets her curly hair — it’s beautiful, we just thickened it up,” says hairstylist Orlando Pita, using a hairbrush toward the model sitting in a hair seat behind him backstage at the Michael Kors fall runway show. Pita crafted a variety of looks for the show, keeping in mind the original hair textures of each model. “There are little differences, but everybody’s different. It’s embracing each girl and enhancing what they have.”

“They are not soldiers. They are women that [Joseph Altuzarra] loves, and he likes them all because they are individuals and he wants to treat [them] that way,” says Jenny Frankel, founder and chief executive officer of Untan-tix, a cosmetic line she founded last year and runs with her teenage daughters.

Individual beauty expressed on the runway is indicative of a generational shift in perspective on beauty.”

“The guy [Altuzarra] likes, and he likes them all because they are individuals and he wants to treat [them] that way,” says makeup artist Tom Pecheux while backstage at the Altuzarra show this past season, for which he led the makeup direction. “Accentuating what’s unique about yourself if you want to or not — honestly, there are no hard and fast rules — is really a celebration of more diversity, more uniqueness [and it’s] more unconventional, which is the new conventional now,” says John Demsey, executive group president of the Estée Lauder Cos. Inc. “Especially this season, she wanted the girls to be themselves, and I think the casting had reflected that,’ makeup artist Diane Kendal says of the Céline show and its designer, Phoebe Philo. Kendal loved the makeup look. ‘It’s in Europe, too. For the past few seasons, designers [globally] have kind of wanted the casting to reflect [the] individual, to have [each model] have sort of a personal feel.’”

Lynne Demmy, executive director of makeup artistry, MAC Cosmetics, talks WWD. “We’ve seen this individualized beauty trend in Europe in shows such as Charlotte Olympia, I’m Isella Marru, Ilaria, Marc Jacobs, Alexander Wang, Giambattista Valli and Emmanuel Ungaro. The idea is to give each model a beauty look to highlight her own individuality, while still staying true to the designer’s story.”

“Individual beauty expressed on the runway is indicative of a generational shift in perspective on beauty.”

“The guy [Altuzarra] likes, and he likes them all because they are individuals and he wants to treat [them] that way,” says Jenny Frankel, founder and chief executive officer of Untan-tix, a cosmetic line she founded last year and runs with her teenage daughters.

Individual beauty expressed on the runway is indicative of a generational shift in perspective on beauty.”

“The guy [Altuzarra] likes, and he likes them all because they are individuals and he wants to treat [them] that way,” says Jenny Frankel, founder and chief executive officer of Untan-tix, a cosmetic line she founded last year and runs with her teenage daughters.

Individual beauty expressed on the runway is indicative of a generational shift in perspective on beauty.”

“The guy [Altuzarra] likes, and he likes them all because they are individuals and he wants to treat [them] that way,” says Jenny Frankel, founder and chief executive officer of Untan-tix, a cosmetic line she founded last year and runs with her teenage daughters.
“Every single show I’ve done [this season], the big trend is individuality. Sometimes a girl will walk into a show and we’ll be like, ‘She looks great – leave her alone.’”

Anthony Turner, Hairstylist

The new generation of American designers — kind of related to each other,” says Demsey. “Whether they’re more individual, and they’re more diverse, and [those are] kind of related to each other,” says Demsey. “Whether it’s in fashion or not in fashion, it’s the way of the world…the one standard of beauty is gone.”

Before manifesting in runway beauty, individuality took root in fashion. The new generation of American designers — Alexander Wang, Proenza Schouler and Altuzarra — that cropped up over the past 10 years, paved the way, acting as champions of their own distinct visions and crafting their own unique directions while ignoring the inclinations of the champions of their own distinct visions and crafting their own unique identity via online platforms has been a force in the rise of individuality.

People are wearing and using a lot more makeup now. And the world has gotten smaller with our devices, and the ability to craft and curate one’s own unique identity via social media — is a never-ending stream of imagery, content and people showing off the diversity of [social media] and all these things [is] a never-ending stream of imagery, content and people showing off the diversity of different looks.”

Sales grew 13 percent in the $16 billion prestige market last year. Growth was accelerated by the “all others” segment, including contouring, strobing and highlighting products. CC creams and makeup primers, popular with Millennials for their multipurpose effects, grew 38 percent in the last two years and contributed $410 million to the industry in the past year alone.

Backstage is still a laboratory,” says Demsey. “Young women today are 15 or 20 different people all at the same time. It’s the same person and that person will change up her look all the time, and experiment with makeup, hair [small fashion, whereas 20 years ago, there was a standard and everyone tried to replicate it] every day of their life.”

Yeh adds thatleprows at home are buying more makeup, particularly products driven by social media-fueled trends. Contouring and blending products were key sales drivers last year, and the company is banking on color correcting as the next big makeup wave in 2016.

“People are wearing and using a lot more makeup now. And they’re more individual, and they’re more diverse, and [those are] kind of related to each other,” says Demsey. “Whether it’s in fashion or not in fashion, it’s the way of the world… the one standard of beauty is gone.”

Before manifesting in runway beauty, individuality took root in fashion. The new generation of American designers — Alexander Wang, Proenza Schouler and Altuzarra — that cropped up over the past 10 years, paved the way, acting as champions of their own distinct visions and crafting their own unique directions while ignoring the inclinations of the fashion industry at large.

“We call them Renaissance kids — they spoke digitally first, because they had no legacy issues. They came right out the gate and they spoke the way they wanted.”

Milk Makeup, which launched in February, was born after Rassi and his fellow editor Wama observed a common laissez faire attitude toward makeup possessed by the young adult women working and attending events at Milk Studios over the past five years.

“She doesn’t use makeup to change who she is, but just kind of enhance it. She doesn’t hide behind it,” says Rassi. “She’s proud that she doesn’t wear a lot.”

The Milk products are ambiguous by design, meant for multipurpose use.

“That was our point of view, we weren’t actually creating a cosmetic line — we were creating fun. It was another form of art.”

Runway looks are a reflection of a moment in time — the aesthetic and attitude of the prevailing era. The Eighties saw supermodels and excess, and after, the Nineties brought a return to minimalism with the controversial rise of “hero-in-slip.” Mass pop culture dominated the style influence of the early Aughts.

For the digital generation, the ability to craft and curate one’s own unique identity via online platforms has been a force in the rise of individuality.

“This final picture of a look to achieve is a little bit out-dated,” says Emily Weiss, founder and ceo of Glossier and Into the Gloss. “Women have a different perspective.”

What is happening in backstage beauty is a reflection of what is being seen online and on the street. There are more outlets when it comes to self-expression, allowing for countless sources of inspiration for consumers. “All of the fashion shows have no makeup,” says Pecheux, exaggerating to make his point. “It’s no longer a full look.”

But Pecheux acknowledges there’s still a place for the heavily made-up side of the equation, especially outside the runway. Exhibit A: the Kardashians.

For the digital generation, the ability to craft and curate one’s own unique identity via online platforms has been a force in the rise of individuality.

“People are wearing and using a lot more makeup now. And the world has gotten smaller with our devices, and the ability to craft and curate one’s own unique identity via social media — is a never-ending stream of imagery, content and people showing off the diversity of different looks.”
Eddie Lampert

The industry is questioning whether Lampert’s strategy will save Sears or destroy it.

Saint or Sinner?

By David Moin with contributions from Evan Clark, Sharon Edelson and Vicki M. Young
Illustration by Chris Buzelli
Kmart have hung on for decades, despite the most seasoned retail guru. Sears and already well past their prime. A turn-in 2016.

Investors have become adamant that in 2005 from the merger of Sears and problem — the fault was in the execution. One basis, when he’s strictly business and motivating, particularly on a one-on-

Lampert’s entrance into retailing with Sears in 2005 to form Sears Holding out of bankruptcy and merged Kmart into Sears. Some see Sears Holdings as a zombie company undergoing a downsizing liquidation, with a hidden agenda to use the retail cash flow for investments rather than elevate the stores and the merchandise.

Not everybody buys that theory. “Eddie generally wanted to build the company back,” says a former colleague at Sears Holdings. “Remember, he came into the business in 2005. He would have stayed with it for those 13 years if he didn’t believe in it. If it was one of his retail financial plays, Eddie would have sold it all off years ago. Unfortunately, he had to make some hard decisions to keep the business going.

Today, Sears remains more viable in auto sector than others, which includes Sears Holdings, says Lampert and his team are aggressively examining “every location for opportunities to create value and real value.” Among the real estate maneuvers: seven locations turned over to Primark, the fast-fashion chain from Ireland, which entered the U.S. last year with the locations. Sears will have streamlined stores of around 30,000 square feet. For instance, a redevelopment of a Sears store and adjacent land in north Miami made land and buildings that were sold, a report said, for about $10 million. Kmart has turned its property known as Sears at the Miami Design District, Wal-Mart, Home Depot and Lowe’s.

In the fourth quarter of 2015, Sears Holdings’ results out of bankruptcy in 2016. Kmart’s newaren’t specified. Officials working at the retail businesses. Sears also has constraints, and we understand today that the retail world is morphing, and we understand the challenge of optimizing a huge set of company assets.

Despite its financial troubles, Sears is struggling to turn around its business. The company has reported a $159 million loss for the fourth quarter of 2015, compared with a profit of $55 million a year ago. The losses were not unexpected, as the company has been struggling to find a path forward.

The retail titan has been focused on cutting costs and improving operations, but it has been a difficult process. Sears has been working to reduce its debt and streamline its operations, but it has been a slow process. The company has also been trying to revitalize its brands, including the popular Kmart and Sears brands.

The company has been facing intense competition from other retail giants, such as Wal-Mart and Home Depot, which have been investing heavily in new stores and technologies. Sears has struggled to keep up with the competition, and its customers have been deserting in favor of other options.

However, Lampert and Sears have been working hard to improve the situation. They have been investing in new store formats and technologies, and they have been working to improve the customer experience. Despite the challenges, the company remains optimistic about its future and is working hard to turn around its business.
"Most do not understand the vast asset base at Sears, and...most do not understand the complexity of optimizing all of the assets."—Brian Berkowitz

In other deals, Lands’ End was spun off into a public company to generate $500 million cash dividend for Sears. A sightsaving offer for senior unsecured notes and warrant raised $365 million; a rights offering for Sears Canada raised $380 million; a short-term $400 million loan was obtained from Lampert’s ESL office. After two days, Lampert, using his powers of persuasion, convinced the kidnappers to free him for $5 million. While he was progressing that major deal, the kidnappers used Lampert’s credit card to order pizzas, a transaction that the fraud department of the credit card company used to tip off the FBI, which proceeded to arrest the kidnappers.

His intelligence is almost a negative,” says the former ceo. “It’s like he’s smarter than that in the last 15 years. When companies fail it’s because of leadership. They succeed when leadership comes to recognize how important they are. Lampert impresses me as a very smart guy, but he’s way too smug and doesn’t recognize how important he is. You can’t be successful. You’ve got to be very concerned about the people and the competition.”

“I think he’s a real estate owner rather than a retailer,” adds Johnson, of Customer Growth Partners.

“I went into a Sears store the other day and saw nothing exciting about the stores. That’s what’s killing the steady decline in sales. That square footage. First Sears store the other day and there’s no merchandise country. Lampert is distanced on phageons. There’s nothing exciting about the stores. That’s what’s killing the steady decline in sales. That square footage.” Edelman estimates that the transaction volume at the average Target store is three times that of a Kmart, and almost two times that of a Sears.

In the third-quarter peak borrowing season. Fitch rates Sears Holdings a “CC” rating on Sears Holdings’ vast retail real estate, the best opportunities for consolidations, greater buying clout and synergies. The financial obligations and transformation,” Lampert says. “Our business is very focused on optimizing all of the assets.”

“His intelligence is almost a negative,” says the former ceo. “It’s like he’s smarter than that in the last 15 years. When companies fail it’s because of leadership. They succeed when leadership comes to recognize how important they are. Lampert impresses me as a very smart guy, but he’s way too smug and doesn’t recognize how important he is. You can’t be successful. You’ve got to be very concerned about the people and the competition.”

“I think he’s a real estate owner rather than a retailer,” adds Johnson, of Customer Growth Partners.

“I went into a Sears store the other day and saw nothing exciting about the stores. That’s what’s killing the steady decline in sales. That square footage.” Edelman estimates that the transaction volume at the average Target store is three times that of a Kmart, and almost two times that of a Sears.

In the third-quarter peak borrowing season. Fitch rates Sears Holdings a “CC” rating on Sears Holdings’ vast retail real estate, the best opportunities for consolidations, greater buying clout and synergies. The financial obligations and transformation,” Lampert says. “Our business is very focused on optimizing all of the assets.”

“His intelligence is almost a negative,” says the former ceo. “It’s like he’s smarter than that in the last 15 years. When companies fail it’s because of leadership. They succeed when leadership comes to recognize how important they are. Lampert impresses me as a very smart guy, but he’s way too smug and doesn’t recognize how important he is. You can’t be successful. You’ve got to be very concerned about the people and the competition.”

“I think he’s a real estate owner rather than a retailer,” adds Johnson, of Customer Growth Partners.

“I went into a Sears store the other day and saw nothing exciting about the stores. That’s what’s killing the steady decline in sales. That square footage.” Edelman estimates that the transaction volume at the average Target store is three times that of a Kmart, and almost two times that of a Sears.

In the third-quarter peak borrowing season. Fitch rates Sears Holdings a “CC” rating on Sears Holdings’ vast retail real estate, the best opportunities for consolidations, greater buying clout and synergies. The financial obligations and transformation,” Lampert says. “Our business is very focused on optimizing all of the assets.”
Think Tank

Don’t Fear EMV: Use It as a Catalyst

By Bill Zielke

Customers all over America have been confused by the recent switch to cards with an embedded microchip. Lack of government support in education around the move to EMV (which is Europay, MasterCard and Visa – the name of the original developers), learning to “dip” instead of “swipe” and a wait of up to 20 seconds for authentication haven’t made things easy. While, although the official adoption-rate deadline was in October 2015, many retailers haven’t yet brought on the system, so consumers have an inconsistent experience during checkout. This was initially partly due to retailer resistance to changing around during the busiest and most important shopping season of the year, but things are being held up even now by the fact that the card networks are behind schedule certifying the new machines. They haven’t got enough people to send out to do it. Merchants annoyed by unexpected delays and concern about a rise in chargebacks aren’t impressed. You might think that with this delay, the expected rise in card-present fraud would be postponed as well. It makes sense that EMV adoption would cause CNP fraud to rise, as occurred in numerous other countries in France, famously, it rose more than 300 percent, since when card-present fraud becomes more difficult, fraudsters sensibly move to an easier channel. But with EMV adoption half-hearted so far, you may expect the criminals to put off their own shift as well. It hasn’t worked out like that.

Fraudsters, it appears, are more organized and better prepared than the card networks. They’ve been aware of the coming change for some time and they positioned themselves to get ahead of it. A recent Forrester Research report titled “Stop Billions in Fraud Losses With Machine Learning” indicated North American fraud losses would increase 55 percent by 2018. And it has already begun. Foster indicated that fraud attacks increased by a substantial 163 percent just during the first three quarters of 2015. Moreover, fraudsters don’t give up and they don’t want to risk their illicit income being stopped by a new kind of card — so the move online, even ahead of the EMV curve, is a logical one. Fraud is crucial to fraudsters’ bottom lines, and they’re individual, autonomous agents who don’t have to worry about process and compliance the way retailers or card networks do. They’re also highly creative, they share information and techniques and they’re part of a sophisticated underground ecosystem. They know there’s money to be made out of CNP transactions online, mobile and phone orders are a highly tempting and potentially very lucrative target.

A fraudster’s success is an online merchant’s loss. The retailer takes the hit for a fraudulent transaction and all the associated costs — and with CNP fraud attacks on the rise, that means retailers without fraud prevention capable of meeting the challenges of modern e-commerce are facing huge potential loss.

And retailers — and their profits — could lose out from two directions. Retailers lose when fraudsters win. But they also lose when, in response to the fraud threat, they insist on stringent fraud policies and outdated, risk-averse methods that reject and annoy good customers, thereby turning away good business. The solution to both problems is the same: full automation. Traditional fraud prevention has relied on rules and manual reviews. Until recently there was no viable alternative, but cutting-edge technology means that’s no longer the case. Full automation, based on machine learning that learns and adapts with every single transaction, is now possible.

That’s just as well because it’s the only way to beat today’s agile fraudsters. Make no mistake: they’re adopting newer technology to their own ends. By the third quarter of 2015, suspected botnet attacks had risen to an astonishing 82 percent of all fraud attempts in the U.S. With the kind of speed and sophistication available to fraudsters today, rules that need manual adjustment simply can’t keep up — especially when the sheer number of fraud attempts is rising anyway. But full prevention can fail in line with the rest of your business and become consumer-centric. Fully automated, real-time fraud prevention won’t interrupt the purchase process — it won’t even be noticed by your customers, who will instead enjoy a swift, seamless shopping experience. You’ll have happier customers, and more sales.

By Bill Zielke is chief marketing officer of fraud prevention firm Forcer, which offers solutions for online merchants. Prior to Forcer, Zielke was a senior director and head of eBay Motors.
YOU CERTAINLY DON’T LOOK YOUR AGE!

Happy anniversary, Kiehl’s Since 1851.
Thanks for making the world a more beautiful place for 165 years.