

WWD



DKNY Sport's polyester and spandex top under Adidas Originals by Alexander Wang's polyester and elastane top and on-site; Braashy Studios' PVC jacket.



Fenty Puma by Rihanna's viscose, nylon and elastane top and nylon and elastane shorts; Johnie Stone's vinyl jacket; Jennifer Fisher earring (worn throughout).



GGDS nylon top under Burberry's soft-touch plastic cagoule coat and Under's prince shorts; Hesteva sunglasses and Hirotsuka ear cuff (worn throughout).

Right As Rain

From PVC trenches to tinted vinyl jackets, transparent rainwear looms large on the horizon.

STYLED BY
EMILY MERCER
PHOTOGRAPHS BY
ELIZABETH RENSTROM

WWD



German Bid

Sigma Holding, which owns Karstadt, has made an offer to buy rival Kaufhof from Hudson's Bay Co.

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Fast Track

Unilever is unveiling the new line ApotheCare Essentials, which an incubator team developed in less than a year.

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Bubbling Up

LVMH has unveiled the web site Clost9, focused on wines, spirits – and entertaining.

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Fashion. Beauty. Business.



In the Clear

Designers are showering the spring season with plastic rainwear. Here, an Assembly vinyl coat worn with a Chanel viscose bra, Esteban Cortazar satin and jersey shorts and Jennifer Fisher earrings. For more on the trend, see pages 8 and 9.

PHOTOGRAPH BY ELIZABETH RENSTROM

BUSINESS

Lauder Diversifies, Driving Growth

- The brand's sales spike came from China, travel retail and the recent acquisitions of Becca and Too Faced.

BY ALLISON COLLINS

Diversification, digital, acquisitions and restructuring: Those are the ingredients for growth at The Estée Lauder Cos. – and Wall Street has taken notice.

"There's not anymore one thing that could happen that can give a big problem to us because if one thing has a problem, something else is growing," president and chief executive officer Fabrizio Freda said in an exclusive interview following the release of the firm's first-quarter results. "We are well diversified in high-growth markets, high-growth channels, high-growth brands,"

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BUSINESS

Post-Halloween, A Blitz of Deals For Holiday

- Treasure Trucks, in-store events and, of course, discounts will be fixtures for Amazon, Wal-Mart and others this holiday season.

BY KALI HAYS WITH CONTRIBUTIONS FROM DAVID MOIN AND SHARON EDELSON

With the biggest retailers launching a string of holiday deals at the very start of November, Black Friday could become a thing of the past.

Wal-Mart, Target and Amazon, among a bevy of others, started November with a range of discounts, delivery deals and events all aimed at competing for vital holiday sales over the next two months.

This holiday season is widely expected to be better than last year, but the rate of success may be artificially low. Moody's Investor Service in a recent report characterized the past two holiday seasons as "dismal" for retail and that could be driving the early and wide holiday push this year.

Thanksgiving is still three weeks away, but Amazon opened its Black Friday shop and is marketing "90 days of holiday deals" made up of items like toys, electronics and a wide range of men's and

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