

WWD

Fashion. Beauty. Business.



Onward And Upward

New Guards Group chief marketing officer Cristiano Fagnani talks the infinite potential of technology.

Page 2



Buying In

Gwyneth Paltrow invests in clean makeup brand Saie.

Page 4



Sales Talk

An in-depth look about what big industry names have been saying about marketing plans.

Page 17



Mixed Messages

When it comes to fashion, spring 2021 will go down in history as the season that nearly didn't happen and when most shows were virtual rather than physical. But designers still displayed plenty of new fashion trends for next season. In men's wear, they range from strict minimalism to a Bohemian take on pajama dressing (perfect for working from home) and a touch of fantasy through playful volumes. Physical or digital, a proposed post-lockdown fashion statement is here and ready to hit store floors. *For more, see pages 8 to 14.*

BUSINESS

In COVID-19 Crisis, Ralph Lauren Aims To Reinvent

● CEO Patrice Louvet has pulled the brand out of 200 wholesale doors, raised prices and is encouraging a little experimentation.

BY EVAN CLARK

Patrice Louvet, president and chief executive officer of Ralph Lauren Corp., is feeling pretty good — and that's a trick in the age of the coronavirus.

Despite a huge hit to revenues for the first quarter ended June 27, when the top line shrank by 65.9 percent to \$487.5 million, Louvet pointed to the company's strengths in an interview with WWD and seemed energized by many of the changes sweeping through the business, including the firm's recent move to pull out of 200 wholesale doors in North America.

That's not to downplay the pain — net losses tallied \$127.7 million in the quarter,

CONTINUED ON PAGE 5

Equal Measure

Watchdog Has Seen Women Make Strides

France has the highest female representation on corporate boards at 46.4 percent for companies on the CAC 40.

BY MILES SOOCHA

Ten years ago, when French headhunter Floriane de Saint Pierre decided to delve into diversity — or more accurately, the lack of it — on the boards of fashion companies, she said investors were not much concerned. Nor were boards of directors interested in self-assessments or benchmarks.

"Homogeneity in the boardroom was still the norm: Same gender, same age, same nationality, same or similar education, and most of the time members had only finance or banking expertise," she recalled. "There was a lack of industry knowledge. The purpose of the board was strictly financial. I couldn't understand how boards with those qualifications were making such important decisions. It was a call to action."

CONTINUED ON PAGE 6

WWD

JW Anderson



Karl Lagerfeld



Loewe

**KNIT GAME**

Happy and uplifting knits are one of the most feel-good trends this season. From a needlepoint multicolored sweater with sailboats floating across the front at JW Anderson to the fringed crewneck with a revisited Fair Isle pattern at MSGM by Massimo Giorgetti, these items are sure to bring out the inner child in all of us.



Isabel Marant



MSGM