Age of Enlightenment

Millennials seize the reins of the skin-care business from Boomers as attention shifts away from antiaging products.
Dancing in the Dark

Undergarments in performance fabrics enhance comfort and range of motion.

Where Silicon Valley Shops

Analog shopping might seem a relic for the Bay Area tech crowd, but local retailers are attracting patrons with hard-to-find brands, a point of view and customer service that has a bit more panache than the average bot — for now.

Meet the new brief BOXER, the comfort of a boxer with the trim fit of a boxer brief.
High stakes in South Florida: An overview of the retail real estate market plus developments and projects in the region.

WWD In Focus: Real Estate, page 36.

DEPARTMENTS

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

11 The Essentialist
The week’s top stories.

32 Eye
• Articles: Ageless Cool, Batik, parties go low-key in L.A.
• Arts and Culture Kenzo, Glenn Close at the South Street Seaport, Manhattan, Baby Boomer parents, and that hit in favoring brown across the sector.

48 Think Tank
Il commercial pioneer Stephan Schambach, founder and CEO of NewStore, discusses the new “buy-now-wear-now” approach to fashion.

95 Bridget
Foley’s Diary
Dolly, a Dollar and a Dream. The debate over the sales tax on a $1.

OTHER CONTENT

Power Source
UBM’s acquisition of IF, creating a trade-show giant.

Age of Enlightenment
The biblical attitude toward skin care — a beauty from the inside out approach — represents a sharp departure from the usual outward-focused Baby Boomer parents, and that hit in favoring brown across the sector.

The New Pitch
Start-up social media brands are using unconventional methods to market and sell their products.

PLUS Trend: The state of curly hair; Men’s underwear brands; Baby Boomer parents; and that hit in favoring brown across the sector.

ON THE COVER: High stakes in South Florida: An overview of the retail real estate market plus developments and projects in the region.

Models: Sarah Jane Adams at Grey Models and Eve Matranga at Marilyn Agency; Hair By Amy Farid at Kate Ryan Inc.
Let's Follow

Social Studies
THE WEEK IN SOCIAL MEDIA

Best

Worst

Trending

Let's Follow

Fashion Remembers Prince
The fashion world paid tribute to the late musician Prince Rogers Nelson.

Beyoncé's "Lemonade" video was especially sweet for the designers involved.

It was straight weekend for Hilfiger's grand parade winner Victoria Tenney.

An empty inbox? No problem with that.

"Full body freedom. Like naked, but better. Coming to a mat near you..."

Fashion Remembers Prince

Forever Fashionable,
Forever Iconic.
Forever in our thoughts.

Forever

férence

peace over violence

#GearUp

#DenimDay

GUESS.COM/DENIMDAY

UNIFIED IN DENIM

APRIL 27, 2016

DENIM DAY

APRIL 27, 2016
1. **Rana Plaza Remembered**

A day of quiet prayers in Dhaka, Bangladesh, to acknowledge the third anniversary of the collapse of the Rana Plaza factory was also marked with protests and demonstrations. Angry protesters called for the execution of Sohel Rana, the owner of the eight-story building, who remains in police custody.

2. **Shake-up at Coach**

Coach Inc. had a 27 percent increase in income and shook up its exec ranks. The firm promoted Andre Cohen and Todd Kahn. Gebhard Rainer and David Duplantis are leaving the company.

3. **BHS Blues**

British Home Stores has gone bust. The decision to go into receivership came a little more than a year after Sir Philip Green sold BHS to Retail Acquisitions Ltd. The filing puts nearly 11,000 jobs at risk.

4. **Snap to It**

Snapchat is making strong headway and, according to a recent report from L2, has surpassed Instagram as the most important platform for teens.

5. **Turbulence at Aéropostale**

Teen retailer Aéropostale saw its stock plummet below 5 cents a share as it disclosed it would begin trading over the counter. The company may be facing a bankruptcy filing.

6. **Norsa to Exit**

Salvatore Ferragamo chief executive officer Michele Norsa will leave the company upon the naming of a successor. Norsa joined Ferragamo in 2006 and led the firm’s public listing.

7. **Non-’Habit’ Forming**

Amazon will shutter its flash-sale site MyHabit not next month. The company launched the site in 2011. Amazon still has its eye on fashion with a new live-streaming style show called “Style Code Live.” It also quietly ventured into the private-label business.

8. **Trade Partners**

The U.S. division of London-based UBM plc, the largest trade-show organizer in the U.S., acquired Business Journals Inc. for $69 million. The deal joins UBM’s shows, including WWDMAGIC, Project and Coterie, with BJI’s consortium of events, such as MRket, AccessoriesTheShow and Fame.

9. **Paring the Fleet**

Sears Holding Corp. will close 78 more stores by mid-September. These include 10 Sears units and 68 Kmart stores. The company in February said it would accelerate the closing of unprofitable stores.

10. **Hyères Winner**

For UBM Americas, said, because the group is the largest event company in North America, the combined shows will “realize the benefit of that scale and improved systems so that it’ll be easier for exhibitors and buyers.”

“Because the London-based UBM plc is international, the organization is also increasingly attracting retailers from Asia, Europe and South America to its shows,” he added.

“Earlier this week, UBM plc also revealed it was launching IFF MAGIC Japan, a new venture between its MAGIC and MRket trade shows and the International Fashion Fair to hold a trade show in Tokyo twice a year.”

“We see growth in the North American market and internationally,” DeMoulin said. “The events will continue to be extremely valuable... Our responsibility is to innovate and evolve...”
Age of Enlightenment

Wrinkles are no longer the thing.

The Millennial attitude toward skin care is wreaking havoc in the beauty world, where skin care had long produced impressive year-over-year gains. The views of the younger generation — a beauty-from-the-inside-out approach — represent a sharp departure from the antiwrinkle priorities of their Baby Boomer parents, and that flip is furrowing brows across the sector. Millennials want fast outcomes from natural or clinical products, and that goal — immediate results — is steering them toward cosmetics. The change is forcing beauty firms to toss their worn, wrinkled playbooks and start generating products and marketing strategies to reach a demographic that shops with a new set of values.

"For the last 10 years, it's been lines, wrinkles, lines, wrinkles," said Kevin Grant, global beauty industry analyst at The NPD Group — but that is changing, and age-specialist products declined in 2015 for the first time in two years. "[Millennials] are just less anxious about the lines, the wrinkles, the gray hair, the natural hair," Grant said. Of course, Millennials don't really have wrinkles or gray hair to worry about yet, but Grant contends there's a shift that's more about attitude and outlook. "There's this overall sense of 'oh, that's good enough.' It's less about giving up and more about embracing who you are and what you are and how you look, and not feeling like you have to contour or strobe their every imperfection," he said.

Millennials tend to be skeptical about glossy advertising that tries to talk to them. The market shift creates an opening for small, nimble skin-care brands that target Millennial desires as much as it demands the established beauty players step up their games. In a category, prestige skin care in the U.S. gained 3 percent in 2015, according to NPD. That growth is paltry in comparison to growth of years' past, such as 9 percent in 2013, NPD numbers show. Makeup is the clear winner these days. The category was up 13 percent for 2015, according to NPD. 

"[Millennials] are more skewed toward simplicity," noted Sam Cheow, chief product accelerator at L'Oréal (that means his job is to identify trends and translate them into beauty innovations). "They look at aging in a very different way. It's not top-of-mind for them, they are more problem and solution-centric.

Within skin care, two subcategories — natural and clinical products — accounted for the entirety of the category's growth. Combined, the groups made up the largest share of prestige skin-care sales. Doctor-branded products are resonating well with the Millennial consumer, who craves authoritative advice, according to Grant. "That age group tends to say they look for that type of endorsement," she said.

Moreover, "Skin care is the clear winner these days. The category was up 13 percent for 2015, according to industry sources. It has hiked distribution considerably, and is selling at Urban Outfitters and Target. "There has been a lot of natural stuff around for a long time, it's just that the brands don't try to speak to younger people," said S.W. Basics founder Adina Grigore. A Millennial herself, Grigore said she developed and launched the line after she couldn't find natural products that resonated with her.

Inexpensive products, like beauty-specific vitamins, supplements and even beverages, are also becoming tied in as part of the skin care package. That market has grown more than five times, in two years, to $4.1 million in 2015.

Miyu, which uses "beauty from the inside out" as its slogan, launched a line of beauty teas that are sold in Anthropologie, among other outlets. Aloha, also has a beauty tea that claims to help shrink globs. Earlier this year, it launched cactus water, which it says can help anti-inflammatory, and thus skin, benefits. On the supplements end, Nordstrom has started selling 8G, which is made up of eight depleted foods such as spinach and kale, and is said to reduce the effects of aging and promote collagen production. Beauty was at the forefront of that decision, said Gemma Lionello, executive vice president and general merchandise manager of Nordstrom Beauty.

"There's this emphasis that you have to be real and raw and understand all of that you still look good because you're healthy," said Alice Yoon, founder of Korean beauty e-commerce business Peach & Lily.

Moving a step beyond ingestibles being consumed for the sake of skin is two-year-old...
transparency are really the cornerstone of our connect with Millennials because authenticity and

In March, Lauder launched The Estée Edit by Estée Lauder, a collection of skin-care and cos-

MILLENNIAL MINDED

Models: Eve M, Marilyn Agency; Sarah Jane Adams, Grey Models

friends post together, couples post together,” Dellimore said.

a way that allows for interpretation,” said Hudis

"Wrinkles, to me, are smile lines."

In March, Lauder launched The Estée Edit by Estée Lauder, a collection of skin-care and cos-

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Michelle Breyer, president and cofounder of Texture Media. “The curly hair market has exploded. Women are now spending more on styling products than straight-haired women. “You can’t be a major brand without a state-of-the-art curl line now,” she said. Photograph by Kelsey Stanton/BFA.com; Calzedonia by Daniele Venturelli

Photograph by COREY OLSEN

As more women sport their natural hair texture — a recent 2015 Mintel study found that one-third of consumers preferred to wear their hair in its original state — they are using fewer products, but in the number of new curl ranges indicates, curly-haired customers are the exception. As more women sport their natural hair texture — a recent 2015 Mintel study found that women with textured hair spend $7 more a month on styling products than straight-haired women. “You can’t be a major brand without a state-of-the-art curl line now,” said Michelle Breyer, president and cofounder of Texture Media. “The only girls are more open to trying new products.”

Art Meets Fashion

The Good Lash: Trolls doll backs onto the scene of the stylish fashion and beauty. The Good Lash has teamed up with Styleliner, a brand of colorful Trolls dolls, to create a new line of accessories. The dolls, which are made in Italy, are available in a variety of colors and styles, including a rainbow-colored Trolls doll. The dolls are available for purchase at Bergdorf Goodman. The dolls are also available online. The dolls are available for purchase at Bergdorf Goodman. The dolls are also available online.

The Maestro At Bergdorf’s

**The Maestro At Bergdorf’s** has landed in Bergdorf Goodman. The 300-square-foot space, which includes a spa and retail space, is located on the fourth floor of the store. The counter space will carry the full range of Giorgio Armani beauty products — 405 stockkeeping units — including seven color cosmetics, nine fragrances, 10 skincare products and eight hair products. In addition, the Armani beauty line will be available in Giorgio Armani’s boutique. The menu — the only Armani location — offers four facial treatments that are exclusive to Bergdorf’s.

Joey Wölffer Puts Down Roots

**Joey Wölffer** is putting down roots in Sag Harbor for the summer. Wölffer, who is the founder and CEO of Styleliner, a luxury fashion and beauty brand, will open two seasonal stores in Sag Harbor this summer. The stores will feature a variety of products, including clothing, accessories, and home decor. The stores will be located at 25 Madison Street in Sag Harbor and 100 Main Street in Sag Harbor. The stores will open in June and remain open for the summer season. Wölffer is also planning to open a permanent store in Sag Harbor for the fall season.

Two Billion Euro Club

**Two Billion Euro Club** has announced the inclusion of its fourteenth member. The club is comprised of the world’s top 20 luxury brands, and it has announced the inclusion of the following brands: Louis Vuitton, Gucci, Prada, and Burberry. The club is known for its focus on luxury and exclusivity, and its members are some of the most prestigious brands in the world. The club’s inclusion criteria are based on a combination of factors, including sales revenue, brand value, and market share.

In the United States, Louis Vuitton, Gucci, Prada, and Burberry are among the most popular luxury brands, and they are all part of the Two Billion Euro Club. The club’s inclusion criteria are based on a combination of factors, including sales revenue, brand value, and market share. The club’s inclusion criteria are based on a combination of factors, including sales revenue, brand value, and market share. The club’s inclusion criteria are based on a combination of factors, including sales revenue, brand value, and market share. The club’s inclusion criteria are based on a combination of factors, including sales revenue, brand value, and market share.
Model Call: Leila Nda

The 25-year-old—who speaks five languages (or six, if you count “a little bit of Dutch”)—and studies law in her free time—fled her native Burundi, Africa, at age 10 and relocated to Brussels, where she was discovered. Since, Nda has appeared in Vogue, Elle and Allure and for Versace, Zac Posen and Vera Wang, in addition to last year’s Victoria’s Secret show. “I’m just lucky, you know?” said Nda. “It’s not because I’m the most beautiful. It’s because I’m lucky, and sometimes, something good happens to you and you don’t know why.”

How did you start modeling?

I was discovered on the street when I was 16. This guy from a French magazine was like, “I know to give you this card. Call me, you won’t.” But my mom was like, “Never. This is not for you!” You have to go to university. I thought I would like modeling photos or something (laughs). Slow said, “This can work, but never be naked.” Now, she knows me better. When I started modeling, I didn’t tell my first year of law at university on the same time, I was like, “Mom, here is the thing you want me to do” — but Dad, oh no! I want to be a lawyer. I went to law school and university at the same time. Since then, my mom is really proud. She knows that I’m not doing modeling from Belgium.

Do you ever visit your hometown there?

My heart is there, but it’s different because it’s not the same. I never visit my family, but it’s not enough, in my country, a woman gets married even very early and skinnier—all of the girls look like me. But when you grow up in Africa, beauty means to be a little bit more curvy. At first, I thought I was missing something. I was really trying hard to gain weight. When I went to Europe, everybody was like, “Oh, you’re so skinny and pretty.” And you’re like, “Oh, what? It’s just because you’re pretty. I just don’t have what you have.”

What are the most important things you’ve learned in your career?

Everybody’s pretty, and the most important thing is to learn to be confident. I was so shy in the beginning. I couldn’t imagine myself being a model. So I was like, “Oh my God, maybe I shouldn’t be here.” But you really need to tell yourself, “This is my place, I have something to offer.” And there’s so many things to learn about modeling—designers, stylists, who’s doing what. It’s a real job. That’s what I say to my mom and my friends, because people far away from this industry don’t understand. They think you just need to pose. It’s about building relationships with clients, learning how to be professional. Sometimes, you’re too tired, but you can’t show it. It’s not just about being pretty. It’s a full-time job.
**Sears Shareholders Focus on Bottom Line**

Sears Holdings Corp. chief Edward Lampert described his plan to close 78 stores by mid-September as “a necessary step as we take aggressive actions to strengthen our company, fund our transformation and restore Sears Holdings to profitability.” That’s Lampert singing from Bruce Berkowitz’s hymnbook. The head honcho at Fairholme Capital Management, which owns 26 percent of the retailer, has started to turn the profit pressure up on Lampert. Investors drove the stock up 6.2 percent on the closings, but the enthusiasm faded and the stock closed up just 0.6 percent to $18.12 on April 22, 2016, just before press time.

Focus on Sears Shareholders

“Transformation — in 2016 the ability to adapt to the changing needs of the consumer is a defining metric of success.”

Kevin Plank, chairman and CEO of Under Armour Inc.

**On Being Online And Off**

The battle between bricks and clicks has not been over for a minute, and with most retailers thinking of ways to try to win, the question remains how and why brands choose to continue selling forward online.

**The Norsa Years**

Michael Hornmarck took the helm of Saks Fifth Avenue in 2006 and steered the company to its initial public offering five years later. As he considers leaving our to pivot family and to focus on new professional interests, shareholders have watched the stock stumble. The question is: Who can step in and stabilize the stock again?

**ONE COMPLETE THINKING**

“When looking at e-commerce, the battle between bricks and clicks has not been over for a minute, and with most retailers thinking of ways to try to win, the question remains how and why brands choose to continue selling forward online.”

**Face time with... Marie Mazelis**

Chief creative officer of Halston

“ itch is more about fun than structural or other customers, right now, right then, that world.”

**Fate of the Rapid-Deal Darlings**

The year after Forever 21 opened its first Stateside brand in 2014, the world was talking about this highly coveted label. It was a disruptor. Now, the question is: What will become of the fad-driven retailer that once had a cult following and continual media coverage? The answer may lie in the controversial executive team that allowed the brand to fall off the map. There’s a new generation of Halstonettes looking to redefine the brand’s evolution and make it truly relevant for the modern woman and to the fashion world.

Photography by Derek Wood
EMarketer estimates that digital ad spending will surpass television as the largest advertising segment in the U.S. by 2017 while swelling to $643 billion globally. And display ads are expected to outpace search ads in the digital space. Additionally, advertisers are spending more on video and social network placements. This year, Facebook, the second-largest digital ad publisher, is pegged to generate $80.3 billion in ad revenues. Below is a walk-through case study of a Facebook ad campaign by apparel brand Lolly Wolly Doodle, which bolstered sales by 32 percent.

Projected Global Digital Ad Spending (in billions)

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<th>Ad Spending</th>
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Video Ad Spending

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Retail sites with video increase conversion by 50% of all mobile traffic for online video

Lolly Wolly Doodle

Started in 2009 by Brandi Tyssner-Temple, a mother of four with a knack for sewing.

First, LWD placed the Facebook Pixel on its website’s product pages to track shopping behavior such as page views, product views and shopping-cart additions.

The data from the Facebook Pixel then helped LWD create Custom Audiences (ads for people you already know) as well as Lookalike Audiences (ads for other people with similar characteristics to people you already know).

Facebook then ran dynamic ads, which involves pulling images and copy from LWD’s catalogue and creating multiple, dynamic “smart ads” of the products.

LWD then tagged every item in its catalogue.

LWD makes apparel for mothers and their children.

Decrease in cost per checkout

Increase in return on ad spend

Increase in return on ad spend

Increase in checkouts

Increase in revenue

Goal

Launch a Facebook campaign to increase online sales by expanding the customer base while also gathering consumer insights to inform product mix.

More than one million Facebook fans like Lolly Wolly Doodle. LWD moved from the family garage to a 19,000-square-foot facility and created 100 jobs.

Success

Search

Display

Total

Results from the campaign launched in August 2015

32% decrease in revenue

15% increase in return on ad spend

27% decrease in cost per checkout

93% of viewers use videos in their campaigns

The New Pitch

Men’s underwear brands are using unconventional methods to market and sell their product.

Illustration by MATT CHASE

By ARIA HUGHES
earlier this year at South by Southwest, an interactive media conference and music festival in Austin, Tex., a man walked onto a stage wearing only his T-shirt, underwear and socks. An exchange between the man and a panel of comedians ensued.

“My name is Mack Weldon,” said comedian Paul F. Tompkins, who spent the next eight minutes explaining why Mack Weldon products are great as the half-dressed man awkwardly posed.

“When wearing these underwear, would you ever go back to wearing any other underwear?” asked Tompkins. “No, I would not,” the model responded.

The exchange was actually an ad, which took place in front of an audience that came to see a live airing of the Comedy Bang! Bang! podcast. Tompkins played the chief executive officer of Mack Weldon, a real men’s underwear brand, and the guy wearing the underwear was Collin Willard-Mack, the real marketing manager at Mack Weldon.

This is one of the many ways underwear brands are attempting to capture the attention of men. Traditionally, putting a muscular model or athlete on a billboard wearing underwear was standard, but instead of highlighting Weatherford’s athletic prowess — he is shot fully clothed in the campaign. But instead of highlighting Weatherford’s integrity and will donate 10 percent of the proceeds from the former New York Giants play-er’s favorite pair of underwear to the Steve Weatherford’s World Champion Foundation, a nonprofit that helps young people overcome adversity.

According to Berger, Mack Weldon devotes 25 percent of its ad spend to comedy-centric podcasts — and it has paid off. Berger said that when a podcast sponsored by Mack Weldon goes live — the podcast host narrates the ad — the company sees increased traffic and sales on the site with impressive conversion rates ranging from 20 to 30 percent.

Podcasts and live ads have also worked well for MeUndies, a California-based men’s and women’s underwear brand that launched in 2012. The brand provided rapper Lil Dicky with underwear throughout his tour and during his set he stepped down to reveal his MeUndies underwear.

Bryan Lalezarian, the brand’s ceo, said podcasts are its second highest referrer — its first is friend referrals — and conversion rates are between 15 and 30 percent.

“There is something about the audio version versus physically seeing a model in the underwear that’s working,” said Tom Patterson, the founder of men’s underwear brand Tommy John, which also advertises on podcasts and radio. Howard Stern, Mike Golic and Mike Greenberg of ESPN’s “Mike & Mike” are cited as MeUndies wearers.

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Before that, the brand released The Big Adjustment campaign, a commercial that featured men in various scenarios—a police officer writing a ticket and a soldier at combat—aimedly struggling to adjust their underwear. Tommy John believes its underwear eliminates those issues.

Marketing to men is more relatable and inclusive way has trickled up to bigger brands including Aerie and Dove Men Care, which are starting to promote various facets of masculinity. This year Aerie, American Eagle’s innerwear line, jumped on the trend with a lighthearted campaign, #AerieREAL. Related Garments, which was started last year by brothers David and Mike Appel, sells matching sets of underwear and socks in one package that’s coverage in affirmations including “confidence and solution-driven.”

The campaign’s tag line is: “It’s what’s underneath the top like the models some of the brands use.”

Brian Berger, Mack Weldon

The subscribers are very sticky customers,” Lalezarian said.

“Consumers have become more and more desensitized to ads. We are always trying to figure out how we can engage and inform people.”

Brian Berger, Mack Weldon

In addition to buying underwear, men are becoming more comfortable wearing joggers, according to Dan Leppo, Bloomingdale’s executive vice president and general merchandise manager of men’s and home. “They have seized the growth of color and pattern in the category which adds an aspect of fashion and gives the shopper the opportunity to express his personal style,” said Leppo. Here are the best selling prints for Mack Weldon: MeUndies and Original Penguin.

The apps that are coming out like Uber or Airbnb are making people’s experience with shopping and their daily routines easier,” said Mike. “We try to model our socks and underwear the same way. It’s going to be an easy solution to that congested drawer and all those random socks.”

Related Garments is hoping to reach the consumers hungry customer in unconventional ways. The brand is partnering with Dream Hotel on a capsule collection of underwear that will be available to purchase in hotel rooms and has partnered with Stashel, a dry cleaning and laundry services app, to offer a Related Garments discount to its customers. MeUndies is reaching men on monthly basis with its subscription service. Every 30 days the men’s and women’s underwear brand sends out a new pair of underwear to subscribers, which are 68 percent men. Lalezarian said the subscription service, which costs $18 a month, makes up 30 percent of sales and is growing faster than its non-subscription service. “The subscribers are very sticky customers,” Lalezarian said.

“People’s underwear is a very personal category, which adds an aspect of the shopper’s personality to their daily routine,” said Feltis. “We abided to a 15-second guideline. We wanted to make sure the customer sees our product and is able to know how it’s different from other brands within 15 seconds,” said Feltis. “Department stores are in edit mode with underwear. They are lowering stockkeeping unit counts to be more productive.”

Tommy John, which is sold on its e-commerce site and at Neiman Marcus and Nordstrom, relies on a hanging program in store. “We think guys want to look at the product and not another guy wearing it,” said Paratore. “Their attention span and how much time you have for them to focus has never been worse. You get their attention in five seconds and you have an elevator pitch mentality with the consumer.”
Spruced Up

Although men’s wear stores in Chicago are becoming more abundant, Zach Allen, a real-estate agent-turned-retailer, thought there was room for a shop that showcased emerging designers. “I want Spruce to be somewhere to have a real estate,” said Allen, who uses the hood, a shirt and another Spruce location in Door County, Wis., to connect with local designers and apparel. The Chicago unit, which will open in June on North Damen Avenue, will carry brands including Deveaux, Chapter, CWST and Abasi Rosborough. “We pride ourselves on letting our customers know what’s happening next,” Allen said.

The NBA gets all the attention when it comes to fashion. Do you think the NFL can have it? 

How would you describe your personal style?

韭looking when cutting too close. If I’m going on an off-home, I try to wear a suit at home. I’m more casual on the field, and I’ll throw a sweater over during the game. That’s my normal style.

If you had to do a fashion week to answer a few questions, would you want to do it?

A New Store

Eli Manning On Fashion And Flexibility

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One Complete Thought

Work hard. Innovate. And most important of all, be nice. If you master those three things, you will succeed at anything.

Designer Todd Snyder’s advice to students entering the fashion industry at Joe’s Blackbook design contest, where he served as a judge.

ASPACO SHIMA CAKI

MUYI

BRYAN WARGO

RETAILNEXT

AGENDA

Briefs: Men’s

Eli Manning

SPAY ON FASHION

AND FLEXIBILITY

The New York Giants quarterback back from all from a Robin Hood founda-

tion event at a Door County creative director event. The Frenchman paid a few questions.

MANNING ON FASHION

AND FLEXIBILITY

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SPAY ON FASHION

AND FLEXIBILITY

The New York Giants quarterback back from all from a Robin Hood founda-
tion event at a Door County creative director event. The Frenchman paid a few questions.
Even in perennially sunny Los Angeles, timing is everything with fashion events. So Bally scheduled its L.A. moment — in celebration of the brand’s first U.S. flagship, on Rodeo Drive — for the arrival of sultry spring weather rather than the store’s actual opening in February. It was a good thing, since design director Pablo Coppola, who hosted the Thursday night Chateau Marmont dinner with chief executive officer Frédéric de Narp, missed his plane to L.A. back in February.

“Tonight it all came together,” said Coppola, who was so inspired on his last trip to the City of Angeles that he designed a custom surfboard for the new store. It was rather surreal for the Argentinian designer who, like most European and East Coast fashion folk who find themselves thrust into a “Hollywood party,” was a little starstruck. “I get here and the first thing I’m doing is speaking Spanish with Gwyneth Paltrow. Her accent actually sounds more Spanish than mine,” he laughed.

Paltrow was in her element at the poolside cocktails, sticking close by her producer boyfriend Brad Falchuk and restaurateur pal Bruce Bozzi. After guests — including Alan Cumming, Austin Stowell and Freida Pinto — enjoyed their outdoor drinks, they adjourned to the greenhouse terrace of Bungalow One, where dinner was set at a long table for 55. “It’s, like, my favorite,” said Rachel Zoe of the location, though she said she was still recovering from her quick trip to Coachella for party-hosting duties.

One conspicuously absent Coachella attendee this go-around was Alexa Chung, who threw in the towel after a decade of festival-going. Instead she hosted a party, sandwiched between the festival’s first and second weekends, to introduce her fashion app Villoid earlier that afternoon. It was a grown-up affair, a quiet garden tea party at the Roosevelt Hotel in Hollywood.

The party had all the makings of Instagrammable charm: oversized pink balloons, festooned paper lanterns and, of course, an Instagram-follower-heavy guest list. Chung’s clique of “It” girls, including Poppy Delevingne, Kelly Osbourne, Leigh Lezark and Kilo Kish all made it out to quaff rosé, hauled into the party by the grateful, and nibble on tea sandwiches and jam-topped scones. Chung’s “It-ness” was encapsulated by her hostess outfit: a pair of black Converse high-tops and a hot pink slip dress accented with red lace. “I bought it at Selfridges in the underwear department,” she said of the slip, pleading ignorance of the brand name. But on her app, she knew exactly which names she wanted to wear this summer. Scrolling down to a pair of $795 Sixties-inspired loafers adorned with interlocking G’s, she said, “Gucci is my dream right now.”

— MARCY MEDINA AND KHANH T.L. TRAN

Back to Reality
Post-Coachella, brands threw decidedly low-key, chilled-out affairs in L.A. (read: far, far away from the desert).
Kimiko Glenn breaks out of the Netflix ‘Orange’ jailhouse with her Broadway debut in ‘Waitress.’

Kimiko Glenn is not a household name yet, but the beauty of being part of Netflix’s groundbreaking, kaleidoscopic lineup is the kind of freedom that can make you rise to the occasion. The 25-year-old actress, who made her Broadway debut in “Waitress,” recently opened in the musical at Studio 54. She’s got the recipes for the titular pie and bagels that are the centerpiece of the show, and she’s not afraid to use them. Her performance as Jenna, the show’s feisty waitress, has earned her a Tony nomination.

Glenn, who was born and raised in Phoenix, Arizona, started her acting career at the age of 11, appearing in commercials and a handful of TV shows. She moved to New York City at 18 to pursue her dream of becoming a actress, and landed her first Broadway role in “Spring Awakening.” From there, she went on to play Marianne in “If/Then” and then toured with “Spring Awakening.”

During a recent weekday morning at a coffee shop in the Chelsea neighborhood of Manhattan, Glenn—dressed casually in a white t-shirt and jeans—explained how she got the part of Jenna in “Waitress.”

“I always had my sights set on Broadway, it was always the thing I wanted to do. It’s funny because as a kid, I never connected the dots — I just thought being an actress was being on Broadway,” Glenn says. “When I was 15 or 16, I was still in school, and I saw this play called ‘Waitress’ at the Actors Studio in New York. I thought it was amazing, and I said to myself, ‘That’s what I want to do.’”

Glenn auditioned for the role of Jenna, the show’s lead character, who runs a diner with the help of her co-workers. She knew her character was a contrast to the other roles she had played, but she was determined to give it her all. “I wanted to bring her face to the stage, to make her grow as a character,” Glenn says.

She went on to Netflix, breaking out of the jailhouse with her role as Jenna in “Orange Is the New Black.” The show, which follows the lives of 13 women incarcerated at a federal prison, has become one of the most popular series on the streaming service. Glenn, who has played a wide range of characters on the show, including a drug dealer and a homeless woman, says the experience was “transformative.”

“I think being on Netflix made me realize how much I had to learn,” Glenn says. “It was like I was starting over, and I had to reinvent myself every week. I had to be on my toes, and I had to keep growing as a person. It was a great experience, and I learned a lot.”

Glenn’s performance in “Waitress” has been praised by critics, who have lauded her ability to convey a range of emotions in a single scene. “She’s a fantastic actress,” says one of the show’s co-stars, Hunter Foster. “She has a way of making you care about her character, even when you don’t want to.”

Glenn’s success on Broadway is a testament to the power of persistence and hard work. She says she never gave up on her dreams, even when she faced setbacks along the way. “I kept pushing forward, even when things didn’t go my way,” Glenn says. “I kept believing in myself, and I kept working hard.”

Glenn’s next project is a role in the movie “The Hummingbird Project,” which is set to premiere later this year. She says she’s excited to continue her journey as an actress, and to see where it takes her in the future.

“Thank you so much for having me on this journey,” Glenn says. “I’m just so grateful.”
Real estate is percolating in the region thanks to heady development in Miami, but the market still faces challenges.

By REBECCA KLEINMAN

Miami is riding an unprecedented roller coaster.

The city rebounded from the recession only to be hit by economic downturns in Brazil and Russia, major sources of tourism and second-home owners for the region. Rising sea levels threaten to engulf it within the next century — if not sooner — but that didn’t stop a hedge-fund manager from buying two units at Faena House in Miami Beach for a record $60 million. The Panama Papers’ leaked shell companies and offshore bank accounts have led to cash purchases of condominiums in gleaming new residential towers, which seem to multiply how like cells in a Petri dish. Retail is also on fire in “Mall-ami,” while commercial property sales are breaking records. “The market clearly reflects consumer demand for high-quality retail experiences,” said Michael Comras, president of a namesake commercial real estate firm in Miami Beach. Comras’ entire block on the north side of Lincoln Road, 78,000 square feet in total that he owned with Jonathan Fryd of Fryd Properties, sold for $370 million last year. “It was the largest retail transaction and the second-largest of any real estate deal in Miami-Dade County history,” he boasted.

Talk to any developer or leasing broker and it’s the same story about how the city was underserved for too long. Drew Schaul, executive vice president of RKF, a New York-based retail real estate firm with offices in Miami, said there were 11 square feet of retail per capita when he moved to the city in 2005, compared with a national average of 22 square feet. When LVMH Moët Hennessy Louis Vuitton yanked its store portfolio from Bal Harbour Shops about four years ago and moved it to Aventura Mall and the Miami Design District, it set a trend for brands to consider emerging neighborhoods and evolving centers.

Northern states have watched populations trickle down to Florida for a while, but the city’s retail offerings only began booming at the turn of the Millennium, helped by the arrival of Art Basel Miami Beach and the construction of luxury residential high rises and hotels designed by star architects. Their collective impact lured high-net-worth individuals, and brands streamed in soon after. “Miami was just a place for fun in the sun before Art Basel gave it global substance,” said Craig Robins, chief executive officer and president of Dacra, the Miami-based real estate development firm with a large stake in the Miami Design District. “It’s much younger, too. There were four hospitals in Miami Beach when I grew up and now there’s one. It’s gone from 80-year-olds to 35-year-olds.”

According to the City of Miami Beach Tourism Culture and Economic Development, the city’s median age fell from 65 in 1980 to 40 in 2014. In 1980, 49,000 people of a total population of 96,000 were over 65. In 2014, seniors made up 15,000 of 91,000.

Residential rent is also high in Miami. According to Zillow, the national average rent will be...
Younger generations, struggling with high rent, are influencing the city's transition—from a car culture to taking public transportation, walking and biking. As population and traffic increases, distinct neighborhoods—Coconut Grove, Wynwood, the Art Deco District—are tightening into all-inclusive, hyperlocal hubs in which to live, work, and play. Some are already fully accrued, while others fill in missing components, like retail in downtown and Brickell, or residential and hospitality in Wynwood. Big-box chains or creating controversy as they crept into former bohemian districts to serve residential growth. 

Michael and Marshall plan to open in South Beach, and Wal-Mart’s forthcoming store in Miami Beach has raised eyebrows. “Developers and consumers are placing their bets on the full lifestyle package,” said Rafael Romero, an associate vice president for retail at CREC real estate firm in Coral Gables. “They’re also staying single longer and having kids later, so they can live in urban areas with disposable income to blow.”

The hottest markets—from Brickell to Sunset Harbour—target young professionals by hitting the fashion, fitness and food trifecta. Chef-driven Harbour and Brickell’s, which occupies 107,000 square feet, offers American food, entertainment and a first-floor lounge. “More than revitalization, the next decade is about connectivity as all these areas gel and roll into one another,” said Comras of the effort to connect residents to leave the car at home or get rid of it altogether. “These pedestrian pockets are even happening in suburban areas like Doral.”

The Greater Miami Convention & Visitors Bureau reported record-breaking travel and tourism numbers last year with a 5.4 percent increase in overnight visitors to Miami and the Beaches during the 12 months from September 2014 to August 2015—31.1 million overnight visitors, up from 14.2 million for the same period the previous year. This boosted the economic impact to $25.1 billion, up from $22.5 billion, a 7 percent increase.

Brickell City Centre

For years, Brickell has been a dusty construction site of cranes and cacophony. Miamians have watched as mini acres of their financial district were transformed into Brickell City Centre, a $1.0 billion, 5.4 million-square-foot, mixed-use-city-within-a-city connected by pedestrian bridges. Its 500,000 square feet of retail accommodates one of the nation’s most densely populated yet undererved neighborhoods.

“Developers and consumers are placing their bets on the full lifestyle package,” said Matthew Whitman Lazeyro, president and chief executive officer of Whitman Family Development, which partnered on the project with Simon Property Group and Whitman Family Enterprises, a Miami-based subsidiary of Whitman Properties Ltd. in Hong Kong. The project’s maximum of 110 tenants comprises a destination center, where a small group including Valentino, Shopard and the Interno Crossing over with the Whitman’s Bar Harbour Shops. “But we didn’t set out to create a ‘Bal Harbour Shops south,’ since residents would still have to drive for errands.”

Debora Overholt, Simon’s vice president of retail, said its eclectic mix reaches the entire region. Along with Saks Fifth Avenue, which occupies 107,000 square feet, the center offers American food, entertainment and a first-floor lounge. “More than revitalization, the next decade is about connectivity as all these areas gel and roll into one another,” said Comras of the effort to connect residents to leave the car at home or get rid of it altogether. “These pedestrian pockets are even happening in suburban areas like Doral.”

With strong ties to Latin America, Miami retail is adjusting to different circumstances than the rest of the U.S. Malls report tourism and second-home owners drive 70 percent of sales in the area and people, no matter where they’re from, splurge on vacation. 

The LEED-registered design’s Climate Ribbon, which captures rainwater and bay breezes while protecting visitors from the elements, also reimagines the traditional, open-air mall. The 150,000-square-foot system cost $30 million. “We consider it part of our public art works,” she said.

Eight retail-oriented developments that are mirroring Miami’s transitioning demographics.

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InFocus

South Beach

Impervious to mainland gentrification, South Beach’s only real threat is rising sea levels. The city of Miami Beach has spent millions of dollars installing water pumps and elevating roads to alleviate “sunny day” flooding. Scott Robins, chief executive officer of his namesake real estate development firm in Miami Beach, concentrates on one of the most prime areas, Sunset Harbour. The Bayfront enclave of industrial warehouses has become a haven for independent eateries and boutiques like E Brewery, a Miami-based swimwear and lingerie brand, and Gis Beauty, which will relocate from Bal Harbour shops during the summer.

“It’s more restaurant-heavy than I’d like, but retail’s gotten tricky with the shift to online shopping,” said Robins, of the 75 versus 25 percent ratio.

“Rent has increased from $40 to $60 a few years ago to $60 to $85 per square foot.”

It’s a bargain compared to Collins Avenue, where rent averages around $200 a foot, and H&M is launching its second store in South Beach - and Lincoln Road, which insiders quote can run as high as $450, though $500 is more often the case. Several brands have left Lincoln Road for the area north to 11th Street known as NoLi, where rents drop to between $20 and $50 a square foot. In-stock took the penthouse of Robins’ three-story, 7,000-square-foot property at Michigan Avenue and 11th Street. Terranova Corp., a commercial real estate firm in Miami Beach, is developing a 44,504-square-foot structure for Marshalls and Lincoln Eatery, a food hall, on Michigan Avenue next to Macy’s. It’s also building Anthropologie’s first store in Miami Beach.

“A former bowling alley in NoLi is being redeveloped to house Williams-Sonoma and Pottery Barn. All three are moving of Lincoln Road. “The city had great foresight in pushing property owners to bring in dumpsters and widen the sidewalk for cafe seating,” said Terranova chairman and founder Stephen Bittel.

The Herzog & de Meuron-designed 1111 Lincoln Road Building’s NoLi expansion by the same architects opens next year. Alchemist’s cofounder Roma Cohen.

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When it rains, or it’s too hot in South Florida, people go to the mall, plus tourists can take only so many beach days,” said Jackie Soffer, vice-chair of Turnberry Associates, which owns and manages the property, though recognizing that even the taste level of young people hanging out, the so-called “mall rats,” have grown more sophisticated. “We bring local flavor and personality into the mix. There’s a real Florida feel.”

As Miami has evolved into a global city for jet-setters, the center has followed suit. Givenchy and Gucci signed leases in its luxury wing anchored by Louis Vuitton. Opening this fall, Gucci’s third Miami store dedicates 7,255 square feet to ready-to-wear and accessories for men, women and children. Sam Edelman will open its first Miami store in May.

“I’ve researched food halls from New York to Napa because people want good food, even if it’s fast-casual, said Soffer.

Events and art also attract 30 million visitors annually. The new Miami Open, Lacoste installed an indoor pop up tennis court.

“It was exactly the kind of experience we give our customers,” she said.
Miami Design District

No other neighborhood has reconfigured the luxury retail landscape like the Miami Design Dist.

Doral

Unless they’re golfers, most tourists don’t get to Doral. The young city between Miami Interna-

Downtown

Slower to take shape, downtown got a boost from the Adrienne Arsht Center for the Performing Arts, Pérez Art Museum Miami and the upcoming Frost Museum of Science and SOHO Muse-

Wyndwood

Since Goldman Properties began buying dilapidated warehouses in Wynwood in 2004, rents per square foot have skyrocketed — from $3 to $6 a foot, to between $90 and $100 — along Northwest 27th Avenue. Since Goldman Properties began buying dilapidated warehouses in Wynwood in 2004, rents per square foot have skyrocketed — from $3 to $6 a foot, to between $90 and $100 — along Northwest 27th Avenue.
Up Markets, the high-end retail division for WS Development, plans to restore Palm Beach’s long neglected Royal Poinciana Plaza to its midcentury modern heyday when Gucci, FAO Schwarz and Schrafft’s held court, literally, around two open green spaces. Dating from 1957, architect John Volk’s still-innovative layout hides abundant parking (a scarcity on the island) behind exteriors for convenience meets European charm. There’s even talk of replanting the courtyard’s historic orange trees, and the on-site playhouse will reopen as a cultural center.

“You need not be overly familiar with Palm Beach to recognize the marked disparity between the beautifully manicured areas and this abandoned corner,” said Up Markets head Samantha David, of the prime location aside the Flagler Memorial Bridge en route to the Breakers. “It’s poised to become ‘the meeting place.’”

Some of the 180,000-square-foot mixed-use property’s existing tenants, such as the seasonally packed Palm Beach Grill, will remain. Retail occupies the ground floor and part of the second along with offices. Sant Ambroeus, whose first location outside New York opens in October, is among new tenants, most of whom will make their island debut over the next two years.

“When you say Palm Beach to retailers, their eyes light up. Everyone wants their brand in front of this customer if they can find the right spot,” said David, who’s selecting tenants for the center based on quality versus price point. “The biggest challenge is picking the perfect mix for the people who have traveled the world and seen and purchased everything. It must be like nothing ever done before, but at the same time inviting and friendly.”

Palm Beach retail hasn’t caught up with younger demographics regarding tourism and part- and full-time residents who don’t want to shop in their mothers’ or grandmothers’ stores, according to David; they prefer skinny jeans with an ATM T-shirt over cocktail dresses and tweed suits. Coupled with regular events — whether yoga or family movie screenings — lifestyle concepts, from bookstores to surf and bike shops, create community and eventually hook shoppers to buy that $800 pair of shoes.

“Retailers can no longer afford to be passive. There’s no such thing as putting out lovely merchandise and waiting for the customer to come. Customers care about where they want to spend their days — [where it’s] going to be fun and interesting.”

Florida Stats and Facts

All about the Sunshine State.

Compiled by DEBRA BORCHARDT

370,000: Hotel rooms in Florida.

Florida is the largest producer of citrus fruits in the U.S.

111: Episodes of “Miami Vice.”

105 million: Visitors to Florida in 2015.

13,000: Employees at the Kennedy Space Center.

7,700: Lakes in the state.

3,028: People who participated in a mass duck-call in Estero, Fla.

1,250: Golf courses in the state, the most in the U.S.

1,000: People moving to Florida every day.

1.5 million: Annual boat sales in Florida, making it the number-one boating state.

825: Miles of Florida beaches.

1,043: Weight of the largest alligator captured in Florida.

3,028: People who participated in a mass duck-call in Estero, Fla.

$450 million: The largest sunken treasure recovered off the coast of Florida, from the ship Nuestra Señora de Atocha.

105 million: Visitors to Florida in 2015.

1.5 million: Annual boat sales in Florida, making it the number-one boating state.
Miami's Wynwood Arts District and the Miami Design District were created when overlooked neighborhoods were redefined and reimagined with an eye toward art, creativity and retail.

Coconut Grove is the poster child for authenticity. Settled in the 1800s and blessed with the natural beauty of Biscayne Bay, leafy two-laned streets and parks, its downtown retail district developed organically. But while the area has continued to attract residential real estate investment, Coconut Grove's retail district became increasingly challenged over the last decade.

Cocowalk, a keep shopping, dining and entertainment complex unveiled in 1990, was an early example of the retail model dubbed "retailtainment" and a tourist destination. By the late Nineties, Cocowalk had fallen on hard times as Miami Beach and Coral Gables siphoned its traffic.

"When one place got hot, it sucked the life out of another place. Cocowalk lost luster with Miami Beach and Coral Gables," said Robert Weilminster, senior managing director at Federal Realty. "It got really ugly at the Grove." Federal cited the area's strong demographics, including 75,000 residents in the Grove's trade area with an average household income of $104,000.

The Grove at Grand Bay, a pair of Spaude-designed luxury condominium towers, symbolizes the influx of affluence at Coconut Grove. At 15,000-square-foot condos at the project, which is scheduled to open this summer three blocks from downtown, was recently listed for $28 million.

Cocowalk's reinvention is a work in progress. Built in Mediterranean style, with heavy architectural details, the center will be streamlined and modernized. "We'll be creating 4,000-square-foot boutique spaces," Comras said. "It will still have low-scale buildings and pedestrian-oriented.“

In the meantime, Coconut Grove's downtown retail district has been attracting new retailers. Last year, the bulk of the buildings downtown changed hands. Ninety percent of the space is in our control," Comras said, noting that lower owners means the district is able to exert a level of quality control over the area and attract high-end tenants. Five years ago, rents in Coconut Grove were around $40 a square foot, according to Comras. He said when Cocowalk is finished, it could fetch rents of $60 to $80 a square foot that would be in line with street retail in the area.

Comras said the center is moving away from more traditional retailers like Victoria's Secret, Gap and Banana Republic. "We're looking for cooler, hipper retailers like J. Crew Men's, Lululemon and emerging concepts from South America and Central America," he said. "We like organic. It doesn't have to be a national chain."

"There's nothing like it," said Lesley Griffith, who last year opened The Grills, a boutique on Commodore Avenue selling shoes and handbags.

"It's a place where people live," said Chris Wohlmiehner, executive vice president of leasing for the BID. "The University of Miami is in Coconut Grove and Sony Music has its headquarters there. It's not downtown Miami, it's not the suburbs, it's en core urban. There was always a strong residential community. The market was always vibrant and strong. What happened is that there was never a retail construction since 2002."

Cocowalk is poised for another residential-growth spurt, and this time, retail real estate owners are promising to keep pace. About 1,200 new luxury condominium units are on tap, all within walking distance of Cocowalk.

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“Nothing’s exactly like it,” said Lesley Griffith, who last year opened The Grills, a boutique on Commodore Avenue selling shoes and handbags.

“We’re always there for our customers. Our neighborhood has a vibe of what we want in our store,” said Patton Berry, who runs the Cocowalk location of Saks OFF 5TH.

“It’s a place where people live,” said Chris Wohlmiehner, executive vice president of leasing for the BID. “The University of Miami is in Coconut Grove and Sony Music has its headquarters there. It’s not downtown Miami, it’s not the suburbs, it’s en core urban. There was always a strong residential community. The market was always vibrant and strong. What happened is that there was never a retail construction since 2002.”

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“Coconut Grove is a historic neighborhood and Miami’s original art district,” said Jill Wilson, cofounder and head of brand for Kit & Ace. “We love the eclectic restaurant scene there and the neighboring boutique retailers. This location is exceeding expectations. People are liking and commenting on the feel of our lightweight fabrics and technical features like water-repellent and four-way stretch. Based on the success of Cocowalk, we now have two locations in Miami — our other store is in the Wynwood Arts District. Coconut Grove is among our best-performing locations in the U.S. and regularly [surpasses] our goals.”

Bernardo Fort-Brescia, a principal of Arquitectonica and longtime Coconut Grove resident, bought the entire downtown block from St. Stephen’s Episcopal Day School to the Fuller Street Alley.

Arquitectonica, which maintains an office in downtown, designed office space for Saputo Nitro in downtown Coconut Grove. Harry’s Pizza and Panther Coffee set up shop in the Eagle Building.

The Shops at Sunset Place, with its mid-size movie theater, will have a completely different vibe from Coconut Grove when Federal is finished with the updates. “Historically, it competed against the Grove,” Wohlmiehner said. “Sunset Place will be redone so that it complements Cocowalk.

The area also has strong demographics, with about 100,000 residents within three miles of Sunset Place registering a household income of $200,000.

“Sunset Place, like Cocowalk, presents a compelling opportunity to create value by integrating with the vibrant streets that border the property,” said Don Becke, executive vice president of the mixed-use division at Federal Realty. “The trust will add new tenants and deliver a mix of uses that meets the demand of the affluent, year-round communities.”

Existing tenants at Sunset Place include LA Fitness, Barnes & Noble, Forever 21, Splitsville and Z-Gallerie. The new owners spent months collecting feedback from shoppers, merchants and neighbors, and the suggestion that coming up will be to make Sunset Place more family-friendly, especially in the evening. A new pedi cale on April 1 went into effect that requires visitors on the trade area with an average household income of $120,000.

“Sunset Place will be redone so that it complements Cocowalk,” Wohlmiehner added. “Hopefully, we’ll have a smart leasing strategy that’s more consistent with long-term gains rather than short-term gains. Of course, you could be talking about Sunset Place as well.”

In an effort to tap into Coconut Grove’s creative past as a Bohemian hangout for Tennessee Williams, Marjory Stoneman Douglas and Harvey Allen, the Coconut Grove BID supported Improvement District Commissioners through the creation of murals on the side of buildings. The murals were finished in 2010, and the center will be creating 1,400-square-foot murals for the Grove’s legacy, saying it won’t rest until Coconut Grove is revitalized as a world-class community, former Gables siphoned its traffic.

Meanwhile, the BID is busy revitalizing the Grove’s legacy, saying it won’t rest until Coconut Grove is revitalized as a world-class community, former Gables siphoned its traffic.

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DANCING IN THE DARK

UNDERGARMENTS IN PERFORMANCE FABRICS ENHANCE COMFORT AND RANGE OF MOTION.

By ALEX BADIA Photographs by RYAN PFLUGER
Emporio Armani’s modal, polyester and elastane boxer briefs.

OPPOSITE: Columbia’s cotton and spandex boxer briefs.
Diesel's cotton, spandex and nylon boxer briefs.

OPPOSITE: Lacoste’s Lyocell and elastane boxer briefs.
Calvin Klein Underwear's cotton and elastane boxer briefs.

OPPOSITE: Boss polyester and elastane boxer briefs.

Models: AUSTIN WYNE at Ford
THOMAS GIBBONS at Fusion

Grooming: EZIO using Shu Uemura Art of Hair for Judy Casey Inc.
Where Silicon Valley Shops

The Bay Area tech crowd is not for want of money (notwithstanding), but time and taste? These can be rare luxuries in the land that launched Google, Apple and Facebook. Analog shopping might seem a relic for early adopters, but local retailers from Oakland to Santa Clara are attracting patrons with hard-to-find brands, a point of view and customer service that has a bit more panache than the average beat — for now.

By MAGHAN MCDOWELL  Illustration by JON ADAMS

DEMOGRAPHIC DESTINY

|  By MAGHAN MCDOWELL  Illustration by JON ADAMS  |  SETO SANTANA ROW, San Jose  |

| The Bay Area tech crowd is not for want of money (notwithstanding), but time and taste? These can be rare luxuries in the land that launched Google, Apple and Facebook. Analog shopping might seem a relic for early adopters, but local retailers from Oakland to Santa Clara are attracting patrons with hard-to-find brands, a point of view and customer service that has a bit more panache than the average beat — for now. |

THE OLD-SCHOOL

This stalwart, founded by the late Wilkes Bashford in 1966, is an old-school standout in a new-school and new-money world. While it used to cater mainly to the San Francisco Establishment — former Mayor Willie Brown is one of its devotees — co-owner and men’s manager Tyler Mitchell, whose family’s Mitchell Stores bought the retailer in 2009, says he’s been seeing a surge of younger tech and entrepreneurial types. “There used to be only dress shoes, but now there are just as many expensive sneakers,” he said. “One by one, they are coming in. They run in the same circles and are redoing their wardrobe.”

They go for a polished-up approach to the classic tech look with brands such as Brunello Cucinelli, Vince, J Brand and Rag & Bone — and word has it that in a digital world, techies still have a soft spot for a handwritten “thank you” note.

WILKES BASHFORD

199 Battery Street, San Francisco

(Also 450 Stanford Shopping Center, Palo Alto)

OWNED BY

Mitchell Stores

THE OLD-SCHOOL Redux

The Bay Area includes San Francisco to the north, Oakland to the south and Silicon Valley, made up of Santa Clara and San Mateo counties, to the south. Techies live, work and shop anywhere along “the peninsula” or across the bay. Here, some what stats on the land of big data.

SANTA CLARA COUNTY

Population: 1.9 million

Income: $114,672

Median household income: $114,672

Unemployment rate: 3.5%

Total retail sales per capita: $32,492

IT’S A FACT

In 2011, the gross domestic product of the metropolitan area reached $176.7 billion (comparable to Qatar).

I like the Kendra Scott pop-up at Santana Row, which just opened (permanent store opening in May), the Modcloth Fit Shop and Bailey44.com. — SONJA BROWN, NORWEST VENTURE PARTNERS

SANTANA ROW

© 2016 Santana Row, San Jose

OWNED BY Federal Realty Investment Trust

THE SILICON RODEO DRIVE

“The Row,” as it’s known, is a neighborhood that caters to the tech community and the families they come home to with stores such as Kit and Ace, Gucci, Scotch & Soda, Madewell, Ted Baker, Warby Parker and Bond No. 9 alongside lifestyle perks like restaurants, parks, condos and a boutique hotel. The district strives to create life-of-the-moment moments with poolside fashion shows, celeb chef demos and family-style outdoor Lululemon Athletica yoga classes. Collette Dinnigan.
San Mateo County

Betty Lin on Sacramento Street is very well-curated, with an extensive selection of Stella McCartney, Suno, Roland Mouret and Herno. This is the go-to boutique in Presidio Heights for many of the tech set who don’t want to go downtown but need a chic look for an event.

— ALI SPEER, ALLISON SPEER PUBLIC RELATIONS

This six-year-old shop is very San Francisco in that it serves up high fashion in an understated way, including the elegant sales staff who don’t hover or push. “Our clients love great clothes but will not suffer for fashion,” said owner Betty Lin, who spent 15 years at Nordstrom.

“Buy, buy, buy” women stock up for product launch parties and charity events from brands including Stella McCartney, Marni, Suno, Rachel Comey, Nili Lotan, Altuzar Toi and Hermès and two-year trunk shows from Andrew Gn.

This spot, which recently doubled its retail footprint to more than 2,000 square feet, isn’t necessarily for the woman seeking an outfit to transition from work to night but is for someone who dresses to be “approachable” to both the marketing and the engineering teams, Lin said.

San Francisco County

San Francisco is a treasure trove where I can find amazing designer clothing — particularly vintage — that I can’t possibly find anywhere else. I love that I can keep a persistent search for my favorite designers in my sizes and I’ll find new items virtually every day.

— ANNI MIURA-KO, FLOODGATE

San Francisco is home to Twitter’s Jack Dorsey and Yahoo’s Marissa Mayer.

San Francisco sees 48.7 percent of California’s angel investments, and 53 percent of the population has a bachelor’s degree or higher.

Median home sale price: $1.2 million

Median household income: $85,070

Average monthly rent, 1 BR: $2,795

Total retail sales per capita, 2012: $17,718

Hillsborough median household income: $400,000

Menlo Park average monthly rent, 1 BR: $2,347

Twitter’s Jack Dorsey and Yahoo’s Marissa Mayer.

This Hayes Valley boutique started with streetwear in 2008 and has evolved to offer “easy-meets-edgy” offerings from the likes of Just Female, Rick Owens Ladies, Rachel Comey, Robert Geller, Public School and Wings + Horns while accessories brands LD Tuttle and Cote et Ciel accommodate the on-the-move, plug-in lifestyle, said purveyor Jenny Chung Seeger.

Customers focus on details such as material, stitchings and linings rather than “fashion with a capital F.”

“We get a lot of, ‘I want something different and standard, but nothing too crazy,’” said Seeger, who’ll trade out a customer’s hoodie for a fleece bomber or leather hoody jacket. “They want our advice,” she says, “but they don’t want style to be dictated to them.”
After almost 10 years serving Oakland’s hip in-the-know crowd, owner Sherri McMullen puts together a highly curated fashion offering from an international mix of emerging female designers for customers who work in tech and animation. Pixar Animation Studios sits just 10 minutes away. McMullen started as a buyer at Neiman Marcus and stocks pieces that both resonate with the mainstream market and that the high-end fashion girl can appreciate — think Roksanda, Rosie Assoulin, Ulla Johnson, Ryan Roche, Self-Portrait, Vihline and Natasha Zinko. “I opened the store because I realized that women needed a place to find luxury designer brands in their neighborhood without having to travel to San Francisco to find them,” she said. (Pro-tip: Some clients attending certain high-profile events can get pieces that aren’t on the sales floor.)

I like personal shoppers. For some of us, it’s a time-saver. Whether it’s a Nordstrom employee or a professional personal shopper, we work with them closely. I cannot tell you how many times I have asked Nordstrom to deliver clothing to my office or hotel.

— Sandra Lopez, Intel

Capulet has such a diverse variety of brands from London’s quirky Kat Maconie to Stylestalker, the Australian company. Really interesting, unique pieces. And Mira Mira has the most amazing selection of denim, cool basics and bright sundresses that I love. They also feature delicate jewelry and chic home accessories, so I always leave with something — Emily, Forward by Elyse Walker

This is a one-stop destination with a high concentration of shops in the belly of the tech beast, surrounded by some of the wealthiest neighborhoods in the country. In the past 60 years, the property has evolved along with its clientele. In 2011, it became the first shopping center in the Bay Area to install charging stations for electric cars; the new Bloomingdale’s boasts “smart,” tablet-equipped fitting rooms, and the center employs robotic security guards. Favorites include Japanese lifestyle brand Muji, elite men’s shoe Tod’s, Burberry and — who are we kidding? — the Apple Store. New stores in the works range from Allen Edmonds to The North Face, AllSaints, hometown hero Amour Vert and the first U.S. location for Luisa Spagnoli.

60 Stanford Shopping Center
660 Stanford Shopping Center, Palo Alto
OWNED BY Simon Property Group

STANFORD SHOPPING CENTER

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660 Stanford Shopping Center, Palo Alto
OWNED BY Simon Property Group

T H E I N T E R N A T I O N A L
U P - A N D - C O M E R

McMullen

The International Up-and-Comer

OWNED BY Sherri McMullen

T H E P L U G G E D - I N M A L L

E-com Elephants

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660 Stanford Shopping Center
660 Stanford Shopping Center, Palo Alto
OWNED BY Simon Property Group

STANFORD SHOPPING CENTER

IT’S A FACT

The median age in Oakland, the Brooklyn of the West, is 36 years.

Piedmont median home value: $1.76 million

Berkeley average home listing price: $1.8 million

Moraga median household income: $132,651

Orinda average monthly rent, 2 BR: $2,600 (1 BR info not available)

Total retail sales per capita, 2012: $13,444

Where Silicon Valley Shops
Styling Silicon Valley

Meet Mary Gonsalves Kinney, the stylist helping tech elite look like I care that much, unless they think it’s gauche — but they’ll wear a designer that people don’t know. And that’s where category that just doesn’t care about. And that’s where category that just doesn’t care about...
Fashion has always been something of a paradox: a leading-edge influence on what people wear, while at the same time an old-school supply chain that maintains a significant lag between when the designs are shown and the retail sales floor. The catwalk is changing. Mobile is changing the economics of fashion and the impact is significant.

Mobile on the Runway

In today’s economy, people want their goods right now. Like shoppers everywhere, high-fashion customers live in a state of constant connection. Even at a runway show, they compare and review clothing online as the models wearing it walk past. Recent high-profile runway shows from brands like Diane von Furstenberg, Rebecca Minkoff and Tory Burch have answered the call for a much shorter delay between demonstration and delivery. That buy-now-wear-necessary to customers that are no longer willing to wait four to six months for designs to arrive in-store.

Tom Ford says: “The current way of doing things is broken as a collection four months before it is available to customers is an antiquated idea and one that no longer makes sense.”

During the recent New York Fashion Week, Diane von Furstenberg hosted an interactive show where New York socialites, who attended mingled with the models and then chatted with their host—smartphones in hand, ready to buy.

Compressing the timeline between initial exposure on the runway and hitting stores poses a significant challenge for retailers who use these displays as an opportunity to decide what the brand should mass produce and what the department stores and boutiques should order and purchase.

Buy-now-wear-now not only places the power in the hands of the consumer, but also brand owners, like Burberry, who arrived prepared to fulfill consumer preferences better than the shopper does. It also energizes retailers to match these products or access to customer information. Essentially, the fashion economy has transformed from moving goods from designer to shopper to a multidirectional exchange for prominent placement of their product or access to customer information. This trend is more likely to buy additional merchandise while generating greater revenues by the mere fact that a customer who enjoys a pleasant return experience is more likely to buy additional merchandise while in the store. In numbers of perspectives, this could mean the difference between making 50 cents on the dollar in a traditional sale to making $1.20 on the dollar through in-store impulse or cross-sales purchases that accompany a return. The retailer’s online arm can cash in equally well on this modernized approach to returns by implementing a “Buy Online, Return In Store” feature. This encourages sales from people who are discoverable two essential truths: direct-to- consumer is the new black, and mobile is the language of choice.

Brand owners are discovering two essential truths...direct-to-consumer is the new black, and mobile is the language of choice.

Mobile and Return-Based Economics

The apparel industry, like many other types of consumer goods, was intended to follow a primarily unidirectional process: Customers buy something and take it home. Retailers keep the difference between its cost and the sale price, and everyone is happy. The concept of returning an item has often been seen as unwelcome, eating into margins through additional labor, damaged goods and restocking. In the analog age, that’s no longer the case.

The new mobile retail economy is changing this dynamic substantially, highlighting returns as an opportunity to do more business rather than being an albatross. Vendors who catch onto this trend generate greater revenues by the mere fact that a customer who enjoys a pleasant return experience is more likely to buy additional merchandise while in the store. From a numbers perspective, this could mean the difference between making 50 cents on the dollar in a traditional sale to making $1.20 on the dollar through in-store impulse or cross-sales purchases that accompany a return. The retailer’s online arm can cash in equally well on this modernized approach to returns by implementing a “Buy Online, Return In Store” feature. This encourages sales from people who prefer the convenience of online shopping and then generates physical foot traffic that would never otherwise have materialized. Many retailers currently remain unable to support BORIS because their systems are specific to discrete channels, with inventory allocated to those channels, paired with more associate compensation plans that work against an agile and optimized customer experience. Only the most innovative retailers are leveraging returns as uppertunities.

The old school mail-order model has also been reboots as a high touch white glove, return friendly experience. Companies like Trunk Club deliver customers a box of apparel curated by a personal stylist based on member preference data. This exemplifies effortless mobile shopping – essentially shifting as a service. This model, too, factors into a proactive and innovative return policy. Rather than expect the customer to be 100 percent satisfied with every item in the box, the expectation is that at least one from out of three will be sent back.

This illustrates a game-changing factor of mobile commerce. Rather than perceiving returns as a sunk cost, they become a valuable source of user data and a springboard for ongoing customer engagement. As consumer expectations evolve, we can expect to see retailers use data to offer customers even more tailored services and generate opportunities for continuous monetization.

The use of “Return-based Economics” covers instant delivery and return-handling costs in exchange for prominent placement of their product or access to customer information. Essentially, the fashion economy has transformed from moving goods from designer to shopper to a multidirectional trade of services, data and brand exposure. The growing power of mobile consumers and their preferences for customized service and product has transformed the experience on both sides. It also energizes retailers to match this value-added services, both online and in-store, using data to curate a user’s experience and to demonstrate that they just might know the consumer’s preferences better than the shopper does.

Mobile Mindshift Means More Satisfied Customers

These trends of mobile commerce reveal a more customer-focused marketplace populated by engaged, connected consumers. Mobile is the thread that will bind fashion and consumers together: pret-a-purchare becomes a channel or “ready-to-buy.” It’s a new way of doing business that any designer, manufacturer or retailer becomes prêt-à-acheter or “ready to buy.” The new mobile retail economy is changing this dynamic substantially, highlighting returns as an opportunity to do more business rather than being an albatross. Vendors who catch onto this trend generate greater revenues by the mere fact that a customer who enjoys a pleasant return experience is more likely to buy additional merchandise while in the store.

From a numbers perspective, this could mean the difference between making 50 cents on the dollar in a traditional sale to making $1.20 on the dollar through in-store impulse or cross-sales purchases that accompany a return. The retailer’s online arm can cash in equally well on this modernized approach to returns by implementing a “Buy Online, Return In Store” feature. This encourages sales from people who prefer the convenience of online shopping and then generates physical foot traffic that would never otherwise have materialized. Many retailers currently remain unable to support BORIS because their systems are specific to discrete channels, with inventory allocated to those channels, paired with more associate compensation plans that work against an agile and optimized customer experience. Only the most innovative retailers are leveraging returns as uppertunities.

The old school mail-order model has also been reboots as a high touch white glove, return friendly experience. Companies like Trunk Club deliver customers a box of apparel curated by a personal stylist based on member preference data. This exemplifies effortless mobile shopping – essentially shifting as a service. This model, too, factors into a proactive and innovative return policy. Rather than expect the customer to be 100 percent satisfied with every item in the box, the expectation is that at least one from out of three will be sent back.

This illustrates a game-changing factor of mobile commerce. Rather than perceiving returns as a sunk cost, they become a valuable source of user data and a springboard for ongoing customer engagement. As consumer expectations evolve, we can expect to see retailers use data to offer customers even more tailored services and generate opportunities for continuous monetization. The use of “Return-based Economics” covers instant delivery and return-handling costs in exchange for prominent placement of their product or access to customer information. Essentially, the fashion economy has transformed from moving goods from designer to shopper to a multidirectional trade of services, data and brand exposure. The growing power of mobile consumers and their preferences for customized service and product has transformed the experience on both sides. It also energizes retailers to match this value-added services, both online and in-store, using data to curate a user’s experience and to demonstrate that they just might know the consumer’s preferences better than the shopper does.

Mobile and Return-Based Economics

The apparel industry, like many other types of consumer goods, was intended to follow a primarily unidirectional process: Customers buy something and take it home. Retailers keep the difference between its cost and the sale price, and everyone is happy. The concept of returning an item has often been seen as unwelcome, eating into margins through additional labor, damaged goods and restocking. In the analog age, that’s precisely what they did. But no more.

The new mobile retail economy is changing this dynamic substantially, highlighting returns as an opportunity to do more business rather than being an albatross. Vendors who catch onto this trend generate greater revenues by the mere fact that a customer who enjoys a pleasant return experience is more likely to buy additional merchandise while in the store. From a numbers perspective, this could mean the difference between making 50 cents on the dollar in a traditional sale to making $1.20 on the dollar through in-store impulse or cross-sales purchases that accompany a return. The retailer’s online arm can cash in equally well on this modernized approach to returns by implementing a “Buy Online, Return In Store” feature. This encourages sales from people who prefer the convenience of online shopping and then generates physical foot traffic that would never otherwise have materialized. Many retailers currently remain unable to support BORIS because their systems are specific to discrete channels, with inventory allocated to those channels, paired with more associate compensation plans that work against an agile and optimized customer experience. Only the most innovative retailers are leveraging returns as uppertunities.

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Brand owners are discovering two essential truths...direct-to-consumer is the new black, and mobile is the language of choice.
Dolly, a Dollar
And a Dream

Tom Ford said it years ago: We never leave high school. He referred to the adolescent yearning for entrée into the cool crowd. Most people never get past it, though it may be suppressed with time and success. Secretary of the Treasury Jacob Lew should know a thing or two about that longing. How else to explain last week’s monetary flip-flop that pulled a woman off the face of the new $10 bill before she’d made it there in the first place?

Critics likened the compromise, a contender of women’s rights activists on the back of the bill, to Rosa Parks being directed to the back of the bus. Not so. Those women aren’t being sent to the back of the bus; they are the bus, or a variation thereof — replacing a sitting, the stone-and-mortar Treasury building. Good move.

When Lew announced last year that, in the next design round, a woman would replace Alexander Hamilton, the Founding Father’s defenders galvanized. I’m in no position to take on academics who have made Hamilton their life’s work. However, one would think that Lew would have done his due diligence first, either soliciting private, informed input on the pros and cons of dethroning Hamilton or going public with the query. Instead, he asked the public to weigh in, not on whether a woman should be considered but which women should have their hats tossed into the ring, the clear inference that the first-level decision, to keep his hanky-panky out of the scandal sheets du jour. But that’s a lesser Sandy than even in 1804 there were more prudent ways for two guys to prove who had the bigger set. (Color Roberts wrote a terrible op-ed piece in The New York Times.)

When assigning symbolic imagery, government consideration of current cultural rules is essential. But we all know well that in a pluralistic society, the interests of various factions collide. Imagine Lew’s dilemma: Hamilton’s new, multicultural, revolutionary image, the Founding Father’s defenders galvanized. I’m in no position to take on academics who have made Hamilton their life’s work. However, one would think that Lew would have done his due diligence first, either soliciting private, informed input on the pros and cons of dethroning Hamilton or going public with the query. Instead, he asked the public to weigh in, not on whether a woman should be considered but which women should have their hats tossed into the ring, the clear inference that the first-level decision, to keep his hanky-panky out of the scandal sheets du jour. But that’s a lesser Sandy than even in 1804 there were more prudent ways for two guys to prove who had the bigger set. (Color Roberts wrote a terrible op-ed piece in The New York Times.)

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committed to one course and constituency and then caved to the other. But for the musical, would there have been deep grumblings about the man’s politics voiced far from popular and who had judgment issues beyond his ability to keep his hands clean out of the scandal sheets du jour? That duel of honor Sandy even in 1804 there were more prudent ways for two guys to prove who had the bigger set. (Color Roberts wrote a terrible op-ed piece in The New York Times.)

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particularly to the youth market. In Bette’s case, that because Millennials have had little exposure to her. But let’s give them credit for being the savvy, open-minded trend-drivers they are. Surely once exposed, they’ll embrace Bette for the superstar she is. In terms of message, Müller is a saucy, in any do-gooder, champion of numerous causes including beautifying New York. While her grant for Gotham may not garner her Hamilton-like support in the heartland, you can’t please all the people all the time. (But no need to continue the issue with reference to Lincoln, whose money portrait seems secure for now.)

Alas, Bette herself isn’t eligible to grace a Ten-spot, or any other denomination of U.S. currency. Unlike our British forebears, who feature the reigning monarch on their coins, in the U.S., the honor must be posthumous. But here’s the thing. The bill wouldn’t feature Bette herself, but Bette as Dolly. Middle-aged at least (Barbra Streisand’s twentysomething movie turn notwithstanding) in Gilded Age New York, Dolly is surely now enjoying the eternal good life with her multiple husbands. Then, there’s the essential multicultural element, albeit an old-school one. Bette’s Jewish. So is Dolly.
A waxed cotton jacket is a fisherman’s best friend. In fact, it’s super-functional for almost any outdoor activity because dirt and water wipe right off. And it’s as stylish as it is functional. So whether it’s a fish or something else you’re after, you can make that big catch.