

**EXCLUSIVE INTERVIEW** WITH JEAN-FRANÇOIS FERRET **L'OCCITANE** ACQUIRES  
ELEMIS **PECK** OPENS NEW VENUE **ALISTAIR CRANE** TALKS TO GIRL MEETS DRESS  
CO-FOUNDER ANNA BANCE **CHRISTIAN DIOR**: DESIGNER OF DREAMS COMES  
TO LONDON **CAROLINE NEVILLE** MBE MEETS AMY CHRISTIANSEN SI-AHMED  
**Q&A** WITH ANDRÉA COHEN

---

212



luxury briefing



# CONTENTS

## Features

4

### Luxury Insight

Sir Eric Peacock speaks to Jean-François Ferret, CEO of Small Luxury Hotels of The World, about the brand's mission to champion independence in the hospitality sector.

14

### Luxury Focus

Fresh from the annual gold and jewellery fair Vicenzaoro, David Brough shares his thoughts on the key emerging trends.

22

### Limited Editions

Christian Dior put his mark firmly on fashion history with his debut 'New Look' collection. His legacy continues, as the newly opened V&A retrospective demonstrates.

## Industry Reports

12 Beauty + Wellness

13 Hospitality

18 Fashion + Accessories

19 Watches + Jewellery

21 Interior + Design

26 Travel + Aviation

28 Food + Drink

## Columns

10

### Beauty Insight

Caroline Neville MBE, president of CEW, speaks to Amy Christiansen Si-Ahmed, founder of the luxury fragrance house Sana Jardin.

11

### Post-Luxury

Carlos Virgile, global head at Virgile + Partners, explains how luxury brands are being forced to adapt to new audiences.

20

### Wealth Report

After a year in her role as partner at WeWork, Julie Rice talks more about how the business is building a global community.

27

### Luxury Futures

Jonathan Siboni traces the dawning of the new age in luxury while pointing out the three core skills that brands need to survive and thrive.

30

### Digital Thinker

Alistair Crane meets co-founder of Girl Meets Dress, Anna Bance, about the rise of rentable fashion.

## Regulars

### 32 Luxury Retail Property News

*New York & London*

### 34 Brand Matters

*Georgia Fendley*

### 35 Q&A

*Andréa Cohen*

---

In fond memory of

# Faith Hope Consolo

---



---

Internationally recognised as the 'Queen of Retail', Faith Hope Consolo played a pivotal role at Douglas Elliman Real Estate. As Chairman of Douglas Elliman's Retail Group, Faith was one of New York City's most prolific real-estate brokers and her unrivalled expertise of the local and international retail landscape gave way to many successful partnerships.

Faith took active roles in the Commercial Real Estate Women network, Association of Real Estate Women and the International Council of Shopping Centers. She also received numerous awards throughout her career, including Douglas Elliman's Top Retail and Commercial GCI honours every year since joining the firm in 2005.

She was a loyal contributor to Luxury Briefing and her larger-than-life persona always shone through in her regular Retail Property column.

---



# CONTRIBUTORS

## luxury briefing

### Arthur Maglio

Arthur Maglio is one of the key leaders of The Faith Consolo Team at Douglas Elliman, which is one of the most renowned retail leasing and sales teams in the nation. Named in honour of the late Faith Hope Consolo, the author of both The Faith Report® and The Faithful Shopper for the *Huffington Post*, Arthur works with some of the biggest names in retail.



### Alistair Crane

Alistair Crane is Chief Executive Officer (CEO) of Hero, the industry-leading, mobile-first technology powering live shopping for retailers. Prior to Hero, Alistair launched Grapple as CEO and co-founder in 2009 and grew the business from a start-up to a success story, securing a successful exit in September 2013 to Monitise Plc. He joined Monitise as European President before progressing to Chief Sales Officer to run the US operation.



### Georgia Fendley

Georgia Fendley has spent a career immersed in luxury brands as a designer, art director, brand strategist, branding agency owner, industry mentor and, of course, savvy consumer. As Brand Director of Mulberry (2008–2012), Georgia helped steer the company through its greatest period of financial and geographical growth. She is now founder and Creative Director of Construct and co-founder of Hill & Friends.



### Caroline Neville

Caroline Neville is the founder and Chairwoman of Neville McCarthy. She is a highly respected leader in the communications industry with more than 60 years' experience, and is also President of the UK beauty industry's leading business organisation, Cosmetic Executive Women (UK). Ms Neville is a Freeman of the City of London and a member of the Worshipful Company of Framework Knitters. Her experience covers dozens of marquee brands in fashion, travel, beauty, luxury goods and accessories.



### Sir Eric Peacock

Leading companies since 2010, Sir Eric Peacock has wide-ranging experience in financial services, consumer goods and industry supply chain, and he is an active board member for numerous enterprises. Eric has grown, sold and acquired businesses, reflecting his deep-rooted interests in people development, culture and engagement.



### Jonathan Siboni

Jonathan Siboni founded Luxurysight in 2010 as the first data intelligence platform focused on the luxury industry. Together with an advisory board from LVMH, Richemont, Hermès, Chanel and L'Oréal, among others, Luxurysight has developed unique technologies to provide brands with the world's largest data and insights platform on the luxury business.



### Carlos Virgile

Carlos is the Global Head at Virgile+Partners, a luxury retail, hotel and restaurant design specialist. Projects undertaken under his direction range from hotel, leisure and luxury retail with many international luxury brands such as Burberry, Tiffany, Patek Philippe, Swarovski and Yves St. Laurent, department store brands Macy's in the USA, Tsum in Russia, Harrods, Harvey Nichols and Selfridges in the UK.



### Keith Wilson

Keith Wilson is one of the founding directors of Wilson McHardy, a real-estate boutique agency providing investment, development and leasing advice to key clients in the luxury market. Responsible for many headline projects in London, Keith has provided strategic advice for the Grosvenor Estate, Dunhill, Chanel, Richemont and Groupe Arnault, among others.

# SMALL BUT MIGHTY

SMALL LUXURY HOTELS OF THE WORLD ENCOURAGES GUESTS TO EXPERIENCE MORE THAN JUST FIVE-STAR SERVICE. SIR ERIC PEACOCK DISCOVERS WHAT SETS ONE OF THEIR PROPERTIES APART, WITH INSIGHT FROM THE BRAND'S CEO, **JEAN-FRANÇOIS FERRET**

**Could you start by explaining how the 'champion of small' mantra comes into practice at Small Luxury Hotels of The World (SLH)?**

We consider ourselves a champion not only of small, but also a champion of independence. We are a family of truly and fiercely independent hotels, which includes 534 properties in more than 80 different countries.

It was SLH that actually introduced the 'boutique hotel' trend and made it a worldwide phenomenon. This concept

has now been adopted by other brands, but really, I think we have managed to maintain our values as a brand while building a well-balanced portfolio of different hotels and experiences for our guests.

**Although the SLH offering is diverse, the various properties are unified by consistency.**

**How do you maintain this?**

It's one of the key differentiators of SLH and it's one of our key strengths. We are one of the only

luxury brands that visits each property in our portfolio once a year, and we are very strict about this process.

We have 85 inspectors who travel all around the world and they carry out more than 700 quality check points on each hotel. They then combine these results into a detailed report as feedback to the hotel. If the property does not pass the exam, we carry out another check three months later, and if they fail on the second occasion, they are no longer associated with the SLH brand.

We consider this formal feedback one of the most valuable tools we offer to our hotels because it provides a basis for them to improve.

**How was the SLH business formed?**

SLH was founded in the early 1990s when the idea of 'boutique hotels' was first emerging. It started with 75 hotels in 12 countries. Today, our footprint is mainly in Europe where 62 per cent of our properties are located.





## INSIGHT FEATURE

The business started in the UK, which was the main market for a long time and it expanded from there. Twenty per cent of our properties are based across the Asia-Pacific region and the Americas make up another 18 per cent of our portfolio.

### How did you get involved in the luxury travel sector?

It was passion that led me here. After high school, I actually wanted to go to hospitality school, but at the time it wasn't something you pursued as a career. Instead, I went to management school in Paris before going on to work predominantly in the services arena; for travel agents, for the food-service industry and for car-rental companies.

It was when I was CEO of Hertz France that I saw an opportunity to combine car-rental services with the idea of driving and discovering new places.

With this concept I went to Relais & Châteaux, and after a very successful meeting with the president, he asked me to join the company as CEO in 2011.

With various changes taking place on the board at Relais & Châteaux last year, I felt it was time to search for new challenges, which is when I heard about the CEO opportunity at SLH.

### Where do you see the opportunities for the growth of SLH?

The growth will come from the Americas. As I mentioned before, 18 per cent of our portfolio is currently based in this region,



*Opening page:*  
Jean-François Ferret was appointed CEO of Small Luxury Hotels of the World in July 2018

*This page:*  
Harvesting produce from the organic garden at the Ka'ana Resort in Belize

*Opposite:*  
One of the Treehouse rooms at The Fish Hotel in the Cotswolds

*Next page:*  
The pool at Hotel Terra Dominicana, located in the Serra de Montsant Natural Park, north-east Spain

but in reality, this percentage doesn't reflect the market and it doesn't reflect the various experiences on offer.

There is real potential for combining quality with luxury across the Americas, and with that comes huge potential for growth. In five years' time, I would like to be in a place where we've increased our footprint in the US to 30, maybe even 40 per cent. Another driver of business growth will be in Asia, and we are working to develop our properties there, too.

### How do you address issues surrounding sustainable tourism at SLH?

We are very caring and conscious of the necessity to do more collectively in order to make an impact, and this is the message we want to promote to our customers and wider audience. Conscious travel is one of our driving forces and we need to express that. In the future, we will explore the world with intention, experiencing its intensity while being mindful of the environment.

To highlight this mindset, we have created the Caring Luxury Award, which we give to one of our properties each year as a mark of thanks for their contribution to sustainability. We are also building a platform where we will share all of the hotels' initiatives and commitments to creating a more sustainable business.

Through speaking with various general managers across our portfolio I have discovered so many amazing ideas, and we want to share these ideas with the world. It's a way of showing how we as a collective are protecting the integrity of the planet.

In 2018, the Caring Luxury Award was given to Ka'ana Resort in Belize. It's a particularly standout property because of its commitment to organic – and also all the food served at the property comes from within a 25-mile radius of the resort.

The hotel has also launched big initiatives with the local resource centre and shelter, Mary Open Doors, which cares for children and women who have suffered abuse.

For me, SLH shouldn't just be a luxury brand – it should be a movement.

### What are the values underlying the SLH business?

'Independently minded' is our tagline, and our properties are very much linked to this ethos. With this in mind we always look to champion independence, and this is one of our brand's strengths.

We also want to be valuable as a brand and make our customers, members and partners feel valued.

The third value that we promote is about personalisation and making the experience personal.

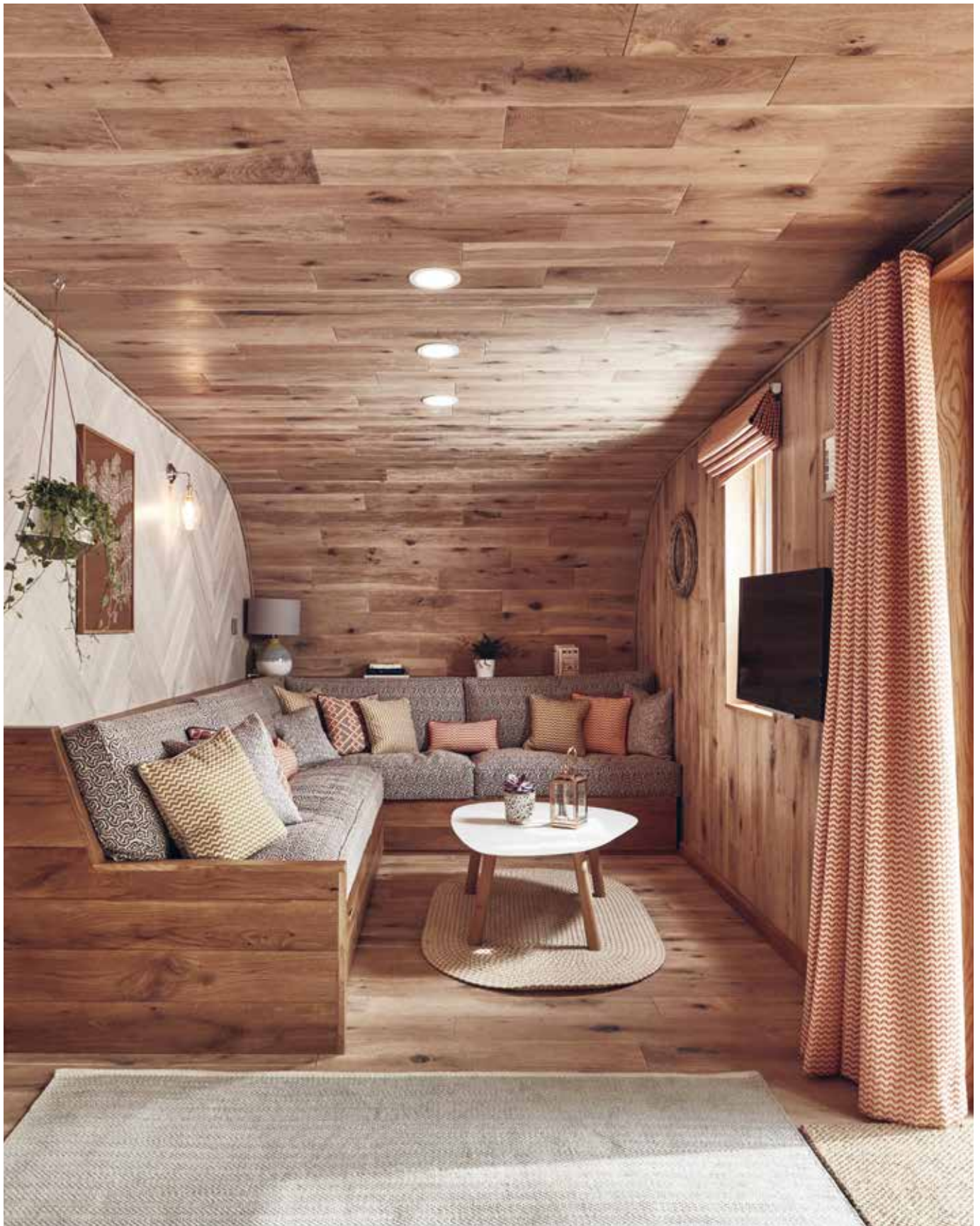
Identifying these various elements, we work to the end goal of creating something astonishing – giving our guests an element of surprise to ensure their experience is unforgettable.

### How are you defining the trends within the travel industry and how do these trends impact upon SLH?

Usually when you talk about the brand you talk about the importance of things like millennials, technology and such. All of these things are important, and they are already happening. At SLH, we try to identify the soft trends and then build upon these to either define a new offering or invent new products for our guests.

Each year we conduct a survey outlining these soft trends. From the most recent set of results we have identified the need for more landscape – people







INSIGHT FEATURE

---



are really searching for beautiful surroundings and they want to be immersed in this sort of environment. One question we are often asked by guests is, 'Does my hotel/room offer beautiful views?' This need for landscape is very important because it means we are now selecting hotels in areas where natural beauty is in abundance. For example, The Fish Hotel in the Cotswolds is surrounded by 400 acres of estate land and offers incredible sweeping views across the countryside.

The second trend we've spotted focuses on water – guests are looking for properties located close to water because it's perceived as a purifying and restorative element. We are seeing a lot of interest in properties located near hot springs and other natural water sources, which shows how guests are looking for healing experiences.

We have also identified an increase in the number of females travelling solo, and some of our hotels such as Dukes London now cater to this and have introduced a specific programme – The Duchess Rooms – which provides a unique service to this demographic.

**With such an international mix of employees in SLH's central team, how do you manage such a diverse range of individuals and how do you approach the recruitment side of the business?**

It's key for us as a global organisation to understand as many cultures as possible. We now have more than



**We want to personalise the relationship we have with our customers as much as possible, but in order to do this we need to use our data intelligently**

13 different nationalities working in our head office, so in terms of recruitment we look to match the diversity in our team to the diversity of our hotels and experiences.

Ultimately we want to try and respect different cultures in order to really understand and then react accordingly.

**Given all the things happening around the world at the moment, do you see this having an impact on your segment of the travel market?**

We're operating in the luxury segment, and this area is not particularly affected by what is happening globally right now. If some of the regional markets are affected then this is counteracted by the business increase in other parts of the world.

In 2018, for example, we were experiencing a drop in our UK market as a consequence of Brexit and the various uncertainties coming with the weakness of the pound. On the other hand, the rate of the clientele from the

Americas was booming – so in this case, there's room to compensate for the areas experiencing impact.

**How is SLH implementing technology to communicate with its customer base?**

With technology we want to personalise the relationship we have with our customers as much as possible, but in order to do this we need to use our data intelligently and understand the unique profile and preferences of each of our customers.

We've invested into Salesforce Marketing Cloud to help deliver bespoke personalised content to our customers.

For me this is the ultimate luxury; it's not just about providing a high standard of service, it's about providing the right service at the right time. To do so, we need to really know our guests.

**How do you see SLH utilising digital technology?**

At the moment we are investing more into our website and app to improve our customers' journey. I can see there is opportunity for us to introduce systems such as AI and automatic recognition in order to tap into our guests' preferences. This is our target.

There are a few transformations that need to take place in order for us to get to this point, but digital advancement is not a target in itself. However, it is a tool that changes from one day to another, and we have to adapt to this. ●

[slh.com](http://slh.com)



**SIR ERIC PEACOCK**

*Serial entrepreneur and philanthropist Sir Eric Peacock was knighted for Services to International Trade in 2003. Alongside his role as non-executive chairman of Luxury Briefing, he also chairs a number of well-respected brands, including Buckley Jewellery and vintage-inspired furniture company Timothy Oulton. In the 1980s, Eric made the Babygro company a household name. Eric is passionate about what he calls 'helping leaders' to find their own greatness and assisting them to make their business world-class'. He previously sat on the boards of UK Trade & Investment, the Foreign & Commonwealth Office, and the Department for Business, Innovation and Skills. Eric has been appointed to sit on the board of several government bodies, such as the Department for Business, Energy & Industrial Strategy and, most recently, the Department for International Trade.*



## BEAUTY INSIGHT



# BEAUTY THAT GIVES BACK

Sana Jardin is the socially conscious fragrance house created by Amy Christiansen Si-Ahmed. Caroline Neville MBE, president of CEW, speaks to the entrepreneur about how she built her brand

## Can you briefly tell us about your career background and what led you to start your fragrance collection Sana Jardin?

I have always been motivated to help people in need since I was a little girl, which is why I trained as a social worker. After I qualified, I went to Chicago to work with struggling families and individuals, and I soon realised I could have a greater impact if I helped these groups on an institutional level by enabling them to access jobs, education and financial opportunity.

Sana Jardin was born out of a realisation that low-income communities can benefit through business rather than philanthropy.

The brand was created with the belief that a bottle of perfume can transform lives and change the way business is done.

## How has your experience working for non-profit organisations informed the work you do at Sana Jardin?

The common thread among the foundations I was involved with [The Robin Hood Foundation, The Cherie Blair Foundation for Women and The Clinton Foundation] was that they were all considered innovative and cutting-edge in their approach to social justice. I wanted to take social impact a step further, and I believe the next interaction of social change is through commerce and entrepreneurship and not just charity.

## Can you tell us about the Sana Jardin Beyond Sustainability initiative?

I started using the term 'Beyond Sustainability' in 2017 with the goal of furthering the sustainability movement.

I wanted to start a movement that creates tangible and measurable social change through commerce, not charity.

## Since launching the Beyond Sustainability Movement, Sana Jardin has made a significant social impact. Could you tell us how this came about?

Over the last 20 years I have spent a lot of time in Morocco and it's a country close to my heart.

I always knew I wanted to do something to help Moroccan women, particularly those who work for the floral-ingredient suppliers. I realised I could work with these communities by giving them more economic power.

My dear Moroccan friend happened to know the director at the international supplier Les Arômes du Maroc, and after meeting him we were able to convince him about working together with the harvesters. I then contacted Nest to develop the social-impact work and together we formed a cooperative for the female workers.

## What is the most rewarding part of this initiative for you?

It's enabling the women who lead these cooperatives in Morocco to flourish by helping them create their own micro-businesses and be their own entrepreneurs. Building on the co-op that we created for the women who harvest the orange blossom for the Sana Jardin fragrances,

we saw an opportunity to upcycle the waste created through this production by turning it into a line of products that the women can sell nationally and retain 100 per cent of the proceeds.

## How do you want your customers to feel when they wear a Sana Jardin fragrance?

From a practical perspective, I want them to feel confident and pleased they are voting with their wallets to create social change. From a more romantic perspective, I want them to remember they are divinely feminine.

## What changes have you seen within the beauty industry since you first started working in this sector?

Many companies are now working to make positive strides in this space. For all of us it's a work in progress, and we all have our own corporate goals to achieve.

I think companies are starting to make proactive and creative changes in their packaging, which is another opportunity to utilise waste to empower people and leave less of a negative environmental impact.

## What do you consider to be your greatest achievement?

Sana Jardin recognises the importance of the United Nations' Sustainable Development Goals 2015-2030, and is proud to support three of these goals: empowering women, promoting sustainable economic growth, and ensuring sustainable production practices. ●

[sanajardin.com](http://sanajardin.com)

# DESIGN... A CONSTANT FACTOR IN THE LUXURY WORLD

The luxury goods market is increasingly incorporating new demographics, and therefore brands. **Carlos Virgile**, director/global head at Virgile + Partners, explains more

The culture of luxury brands is changing. What was once considered luxury might now be perceived as dated or irrelevant by a new generation of consumers. However, within this continual change, it's possible to recognise the factors that will always define a luxury brand's DNA: the role of design.

Rooted to the idea of elitism and traditionally made up of family run businesses or those under the leadership of a visionary creative talent, the luxury sector has always serviced a limited and exclusive clientele.

Building on these origins, design and style form the backbone of a luxury brand. While the visual aesthetic of luxury has evolved, for the most part it has remained faithful to classic references, richness of materials and a sense of elegance, proportions and conventions of taste.

Sticking to these visual cues, designers continue to celebrate and communicate a brand's character through store design and architecture.

In recent times, we have seen brands regarded as quintessentially luxury, such as Dior and Hermès, staying true to their visual heritage while providing a reinterpretation of a classic style or, alternatively Ralph Lauren, for a nostalgic retro fantasy of its roots.

Equally, there has been a general move away from excessive decoration towards a more simplified approach to branding, showing how design is a democratic factor across the luxury board.

The most groundbreaking marketing concept in a generation of consumerism is 'accessible luxury', which has transformed traditional luxury brands by breaking down certain barriers

with the aim to fulfil the aspirations of an even wider audience. While accessibility and true exclusivity sit at opposite poles, this juxtaposition is fuelling a wider idea of luxury and the communication of its image.

Mid-market brands such as Zara, Cos and & Other Stories have been observing this higher-end style and mimicking a similar design language. They have been assimilating their own brand values with those of luxury, even invading urban territories associated solely with exclusivity. The visual iconography and the environments used to influence the perception and experience of brands is at a high point of class confusion.

'Rebellious' brands such as Balenciaga, Céline and DSM are the brands that dare to challenge preconceived principles of classic elegance by turning values upside down, introducing a refreshing, deconstructed and 'poor' cache of imagery in contrast to the rigour of their curated collections and high prices. Adopting this approach brings with it a young and creative spirit that does not seem to discourage the more sophisticated end of the market.

The emergence of new markets and the growth of the luxury sector have highlighted the need to appeal to a multicultural audience. While luxury might have a universal 'good taste' link through a variety of cultures, what luxury means and how it is communicated in design terms is open to a wide variety of interpretations. The overall service of making the customer feel unique and looked-after is a quality embedded in the nature of luxury. The winning brands

are those that come with new perspectives on service, and not just design.

Luxury is moving on, but it faces the challenge of updating the vocabulary of its overall experience and imagery while remaining faithful to heritage, exclusivity and personal service. Embracing digital technology to cater to a new generation of luxury consumers validates the exploration of new territories in the luxury experience. However, the inclusion of technology should continue to reflect luxury's core values of staying subtle, non-intrusive and seamless in a world still driven by personal and human relationships

Beyond the immediacy of products, thoughtfully designed environments, brands and services, the idea of luxury has become intrinsically linked to memorable and special experiences and less to a tangible commodity. The things we find more difficult to reach are now the ultimate objects of desire.

There's increased emphasis on how we spend our precious time to make it more meaningful, our relationship with nature, moments of reflection, contemplation and learning, and emotions that we share with those close to us. While these more abstract qualities are potentially accessible to all, they have in many cases become part of luxury territories for those that can afford it. These more subtle and precious commodities should serve as a true inspiration for the future of the luxury market. ●

[virgileandpartners.com](http://virgileandpartners.com)

# BEAUTY + WELLNESS

## INDUSTRY REPORT

1

### THIRD SPACE LAUNCHES THE YARD

Luxury London-based health club Third Space recently unveiled The Yard at its largest location in Canary Wharf. Designed and programmed with all abilities in mind, The Yard offers its members 7,250 sq ft of training space. With dedicated workout areas for cross-training, athletics, combat and personal training alongside specialist



equipment, The Yard will also host specialist classes. Commenting on the opening of the new space, Colin Waggett, CEO, Third Space, said: 'The UK health and fitness industry is constantly evolving, and the decision to launch London's largest fully functional training space is part of our ongoing plans to deliver industry-leading facilities and experiences to our members.'

2

### THE RANCH MALIBU AT HOTEL ROSA ALPINA

For its second Hotel Rosa Alpina residency, The Ranch Malibu will be offering its programme of wellness and fitness services through summer 2019. Modelled on the award-winning California-based fitness programme that combines an intense fitness regime with a highly structured, plant-based nutritional diet The Ranch



Dolomites will be running for eight weekly sessions. Led by experienced Ranch staff and local guides the sessions will begin with a morning hike through the mountains of the UNESCO World Heritage Site. Afternoons will revolve around fitness including strength training, yoga, meditation and daily massages. To complement the active schedule, The Ranch and Rosa Alpina culinary teams will serve a menu of locally grown plant-based fare inspired by regional flavours.

3

### L'OCCITANE ACQUIRES ELEMIS

The international beauty group, retailer and products manufacturer L'Occitane recently announced its acquisition of the British luxury skincare and beauty brand Elemis. Further strengthening L'Occitane's omni-channel distribution and product categories, the acquisition is part of the group's strategy to grow its portfolio of premium cosmetics.

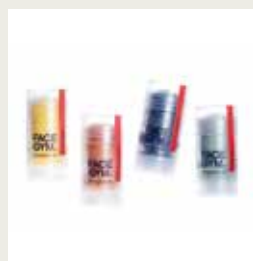


Elemis will leverage on L'Occitane's geographical presence to expand into new markets, led by the existing management team headed by co-founder and chief executive officer Sean Harrington, co-founder and president Noella Gabriel and co-founder and chief marketing officer Orielle Frank. Reinold Geiger, chairman and chief executive officer of L'Occitane, said, 'This is L'Occitane's largest acquisition since listing and a major step forward in building a group of premium beauty brands.'

4

### FACEGYM LAUNCH TRAINING STICKS

Founded by beauty journalist and *Financial Times* columnist Inge Theron, FaceGym is a pioneering brand that uses cutting-edge technology and high-performance products to give facial muscles a workout. Building on this innovative approach to skincare, FaceGym recently unveiled its four Training Sticks. Created using a formula

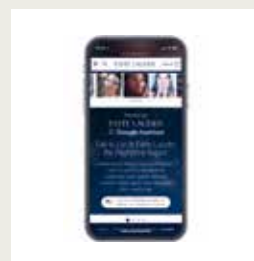


triggered by heat and moisture, MyoSKNFIT delivers best results during exercise such as warm-up, cardio and sculpt. Designed to target four different needs using the MyoSKNFIT technology, the Training Sticks all work to use the face's 40 forgotten muscles through a way that is effective and non-invasive.

5

### ESTÉE LAUDER PARTNERS WITH GOOGLE ASSISTANT

Estée Lauder have launched its first-ever virtual beauty advisor, 'Liv', using technology created by Google Assistant. Designed to provide customers with a customised nightly beauty routine, this collaboration uses Estée Lauder's Night-time Expert, together with artificial intelligence (AI) technology from



Google. By encouraging customers to test, learn and engage with Estée Lauder products, the digital platform uses user preferences to create a personalised service. The 'test and learn' approach builds upon company founder Mrs Estée Lauder's 'High-Touch' ethos of delivering a personalised service and education to consumers.

# HOSPITALITY

lb

## INDUSTRY REPORT

1

### BLUE SAFARI SEYCHELLES LAUNCHES

Inviting guests to explore the Seychelles atolls of Astove for the first time, Blue Safari Seychelles is a new concept allowing access to little-discovered corners of the Indian Ocean. Operating in three hotels in the Seychelles Outer Islands, Blue Safari will provide guests at Alphonse Island, Astove Coral House and Cosmoledo



Eco Camp with this new experience. Led by a team of marine biologists, dive masters and guides, the Blue Safari Seychelles expeditions will cater to guests' interests. In addition to Blue Safari Seychelle's commitment to protecting the environment, the Alphonse Atoll Island resort is reliant on solar power, and is thus eliminating the use of 268,000 litres of diesel use a year.

2

### NOBU WARSAW

Continuing its global expansion, Nobu Hospitality has announced the launch of the Nobu Hotel Warsaw. With 120 rooms, expansive meeting and event spaces, fitness centre and signature Nobu Restaurant, the new hotel will be located in the heart of the city. Designed by Polish architectural firm Medusa Group, Nobu Warsaw will combine a luxury



feel with a more dynamic aesthetic, transforming the existing site of the Rialto Hotel. Trevor Horwell, chief executive officer of Nobu Hotels, said, 'As we enter 2019, this is our newest hotel in Europe and the start of an exciting future partnership. We are truly proud to announce Nobu Hotel Warsaw to our growing Nobu Hotel and Restaurant family.' The hotel is expected to open in the first half of 2020.

3

### FINGAL LAUNCHES IN EDINBURGH

Fingal is the newly opened hotel berthed permanently in Port of Leith, Edinburgh. Developed by The Royal Yacht Britannia's trading company, Royal Yacht Enterprises, Fingal's 23 luxury cabins are each named after Stevenson lighthouses. Head of Hospitality & Events, Andrew Thomson, said, 'It is a privilege



to take this historic ship and create a new, exciting and world-class addition to the Scottish tourism landscape.' Hosting up to 80 guests, on-board features include a spectacular ballroom reached by a sweeping staircase, the Lighthouse Bar and restaurant, and the Skerryvore Suite, which includes its own private deck.

4

### FOUR SEASONS JAPAN

Four Seasons Hotels and Resorts and Okinawa Development Co have announced the development plans for the Four Seasons Resort and Private Residences in Okinawa. With 120 hotel rooms, 120 residences and 40 villas, the project is expected to take approximately four years to complete, with a total development cost



of \$400 million (USD) and estimated gross development value of \$1 billion (USD). The masterplan for Four Seasons Resort and Private Residences Okinawa, including planning and landscape architecture, is developed by internationally renowned landscape architecture and urban design firm EDSA, while world-renowned Japanese architects Kengo Kuma and Kuni-ken will serve as joint architects of the project.

5

### MANDARIN ORIENTAL JUMEIRAH DUBAI SET TO OPEN

Set to open in the first quarter of 2019, the Mandarin Oriental Jumeira, Dubai will be the first resort from the luxury hospitality brand to open in the Middle East. Situated in the heart of Dubai, the hotel will include 178 rooms and 78 suites designed by the London-based interior designer Jeffrey Wilkes. In addition, the hotel's six restaurants



and bars will provide a variety of dining options, from Portuguese flavours created by celebrity chef José Avillez at Tasca to Australian chef Ross Shonhan's take on Japanese cuisine at Warayaki-style steakhouse Netsu. The hotel's expansive spa will include nine treatment rooms, a fitness centre and gym. Hesham Al Qassim, CEO of the development firm leading the hotel's construction, WASL Asset Management Group, said, 'We are proud to be working with the Mandarin Oriental Hotel Group to bring its signature Far East-inspired luxury to Dubai.'



# PRECIOUS MATTER

HERALDED AS THE BAROMETER FOR GLOBAL JEWELLERY-DESIGN TRENDS IN THE COMING YEAR, **VICENZAORO** IS ALSO ONE OF THE LARGEST SHOWS OF ITS KIND IN EUROPE. DAVID BROUGH SHARES HIS INSIGHT FROM THE 2019 EDITION

For 65 years, the Vicenza gold-jewellery fair Vicenzaoro has provided a platform for top jewellery brands and designers to exhibit their latest creations to retailers from around the world. Held every January, it is one of the most notable events of the jewellery trade-fair calendar.

Showcasing a carefully curated gateway for the branding and export of so-called 'Made in Italy' jewellery, distinguished by a finely crafted expertise in goldsmithing and jewellery making, Vicenzaoro also features the latest gem-encrusted creations of some of the highest-profile Italian brands, such as Damiani and Roberto Coin.

Located in the north-east of Italy, Vicenza has a long history as a cradle of Italian goldsmithing. Italy was for many years the world's leading exporter of gold and silver jewellery, but has slipped down the rankings due to competition from lower-cost centres using state-of-the-art technology, such as India.

The celebration of 'Made in Italy' quality and craftsmanship, passed down through the generations, still permeates the luxury jewellery world, and is

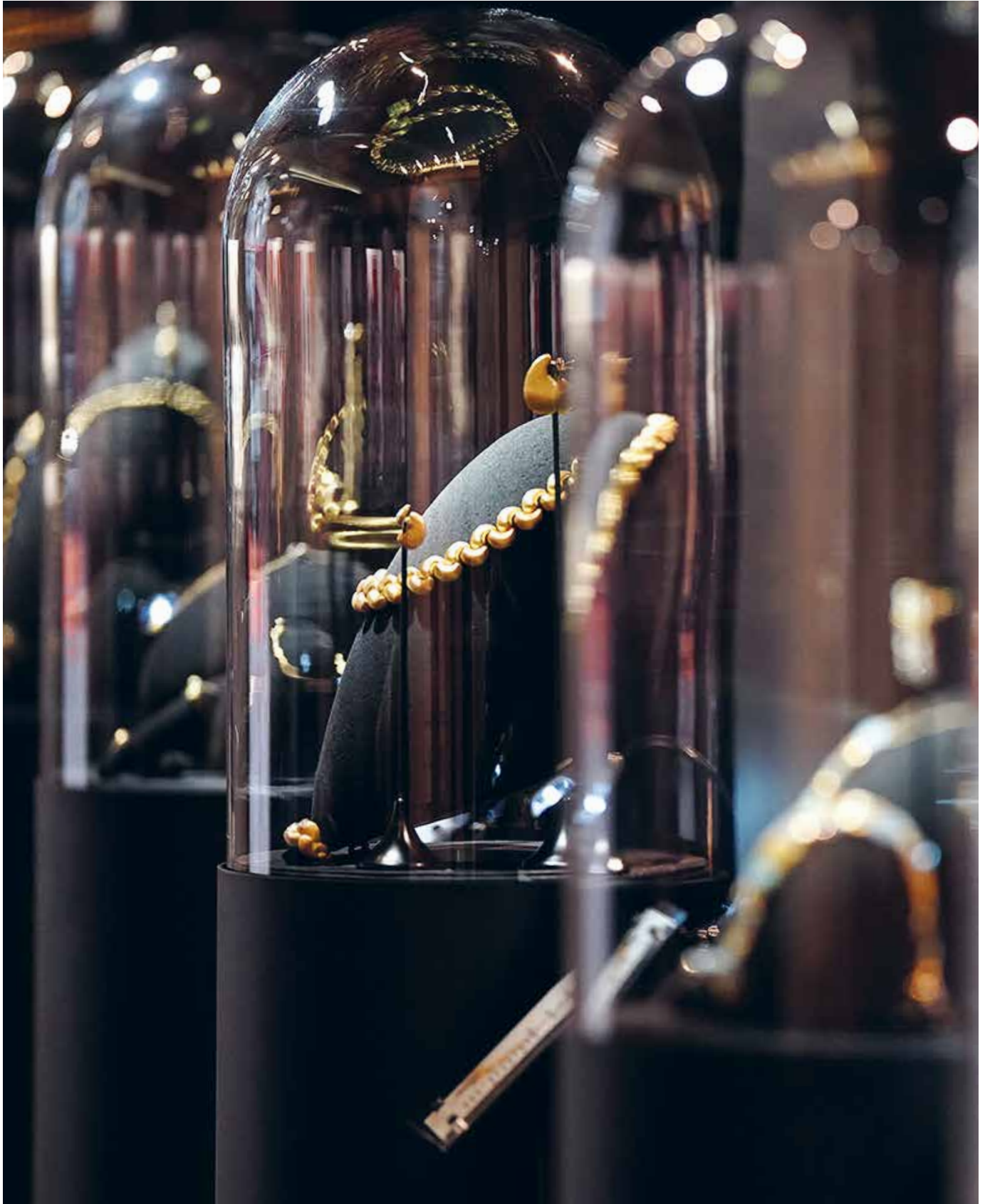
now reflected in the superior branding of Italian products compared with many rivals.

The fiercest competition that 'Made in Italy' luxury jewellery faces is the Parisian 'Place Vendôme' brands, such as Cartier, Boucheron and Van Cleef & Arpels. There is a widely held view in the jewellery community that the French are the masters of the universe when it comes to global luxury branding.

Creative sustainability and craftsmanship were the characterising themes of this year's show, mirroring the underlying mood of the industry while setting the barometer for design trends for the year

ahead. These themes were also discussed in a well-attended panel by speakers Lydia Courteille, and Lynn Yeager, contributor to American *Vogue* who talked about the insistence for ethical transparency and respect for the environment in the jewellery industry coming from a new wave of consumers.

The overall mood at the show was upbeat despite fears over slowing economies and trade clashes between the United States and China, and turnout was high as retailers flocked to the event to order the latest designs for the New Year.



## LUXURY FOCUS

**PEARLS REVIVED**

Since the Sotheby's world-record sale of a pearl and diamond pendant once owned by the ill-fated French Queen Marie Antoinette for the price of \$36 million (USD) in November 2018, there has been a strong revival in consumers' fascination with pearl jewellery.

At Vicenzaoro, brands such as Autore and Yoko London showcased fine pearl jewellery with a contemporary twist. Playful use of coral and innovative new materials and approaches to metals were among the big trends spotted at the show.

**Creative sustainability and craftsmanship were the characterising themes of this year's show, mirroring the underlying mood of the industry**

Australia-based Autore presented the latest intricately crafted pieces from its Stars & Galaxies collection, while Yoko London showed off a necklace made from golden South Sea drop-shaped pearls combined with diamonds, which will form the basis of the brand's next collection featuring a blaze of colour.

**LIGHTHEARTED CORAL**

Pantone announced its colour of the year for 2019 as Living Coral, aka Pantone 16-1546. Described by the Pantone Color Institute as 'a nurturing colour that appears in our natural surroundings', the vibrant yet mellow hue has evidently influenced the

profusion of coral jewellery creations seen mainly in the Italian booths at Vicenzaoro.

Capri-based Chantecler, renowned for selling joyous fine jewels to the jet set, presented an array of playful coral pieces, including rings meshing small sinuous sculptures with red Mediterranean and white coral as part of the Chérie collection, and pieces from the Enchanté collection featuring diamond pavé, red and pink coral, and precious stones.





### NEW MATERIALS

The newest generation of designers mixed and matched unusual materials, such as ebony and Bakelite, synthetic rubber and nautical cord, with traditional precious metals and gemstones. Giadangroup, whose pieces carry the 'Made in Italy' label, combined an eclectic mix of innovative materials, such as African ebony and Bakelite, with precious stones, giving a fresh look to necklaces and bangles rich in colour.

One Giadangroup necklace featured rings of African ebony amidst natural gemstones. Playful use of coral amid a bangle predominantly in jade incorporated a standout

*Opening page:*  
The latest designs and style on display in the gold and fine-jewellery market

*Previous page, clockwise from left:*  
Lighthearted coral was the colour of choice for several Italian brands; attendees at the six-day event; fine pearl jewellery with a twist

*Above, clockwise top-left:*  
35,000 visitors attended this year's show; the talk series focused on the theme of digital innovation; new materials were seen in contemporary jewellery designs



Bakelite sphere. Vicenzaoro

Vicenza-based Kriss showed off bracelets made from synthetic rubber manufactured at its local facility, while in the Glam Room – the fair's hotbed of innovation – designer brand Lucy G showcased her Color of Fruit bracelets using tough and durable nautical cord and featuring coloured gem-set fruit symbols. 'The cord is resistant and durable and resists rain,' said Giuliana Loglisci, owner and designer of the Thailand-based brand.

### INNOVATION IN METALS

Florence-based brand Annamaria Cammilli presented 18-carat gold in a range of colours and launched chocolate brown gold rings in its Dune collection at the start of 2019 to complement coloured gold such as natural beige and apricot orange.

The spread of gold colours is due to the use of different combinations of alloys. 'Women love this range because they can choose the right colour for their skin tone,' said Natasha Lazorova, Annamaria Cammilli's North America brand manager. ●

[vicenzaoro.com](http://vicenzaoro.com)

# FASHION + ACCESSORIES

## INDUSTRY REPORT

1

### GUCCI'S ÉCOLE DE L'AMOUR

As an extension of the Italian fashion house, Gucci has announced the launch of its École de l'Amour education programme. Created as a way of nurturing the brand's artisanal craft and production teams, the school comprises three elements – the Craftsmanship School (Scuola dei Mestieri), the Factory School (Scuola di Fabbrica)



and the Technical Academy – each designed to provide a unique training experience for attendees. The school's teaching team includes specialist artisans and retired former colleagues who wish to pass on their knowledge. This initiative has been implemented as a way of ensuring Gucci's longevity as a leader in craftsmanship and production.

2

### RÊVE EN VERT CONCEPT STORE

The sustainable luxury e-retailer Rêve En Vert has opened its first pop-up concept store. The Honest Space, located within beauty salon SMUK London, provides a platform for ethical design, featuring various brands who all operate with the utmost respect for both people and planet. With a commitment to honest luxury, Honest



Space will encompass the Rêve En Vert tagline 'Don't sacrifice style for ethics'. Co-curated by Rêve En Vert co-founder Cora Hilts, who says 'working to further educate consumers and Londoners on living a more sustainable and conscious everyday life is our goal.' A new capsule collection will be revealed every fortnight during the pop-up's residency and a programme of events, will focus on subjects that highlight Rêve en Vert's mission.

3

### GIEVES & HAWKES SUSTAINABILITY INITIATIVES

As the fashion industry looks towards a more sustainable future, the Savile Row tailor Gieves & Hawkes has pledged to reduce its carbon footprint. The British brand's commitment to a sustainable future was recognised by The Planet Mark year; this certification programme recognises



commitment to continuous improvement in sustainability. Developing this initiative, Gieves & Hawkes has assessed its suppliers' sustainability strategies and is particularly committed to improving animal husbandry. This commitment demonstrates the changing and evolving nature of fashion, even from a bespoke level as fashion houses look to ensure they are committed to a sustainable future.

4

### GLOBAL FASHION AGENDA'S 2019 REPORT

Developed in collaboration with leading fashion-industry retailers, including Target, ASOS, Bestseller and Kering to name a few, the Global Fashion Agenda's CEO Agenda 2019 report outlines how these fashion-industry leaders can be more sustainable. Launched during January's World



Economic Forum held in Davos-Klosters, Switzerland, the Global Fashion Agenda's patron, Her Royal Highness the Crown Princess of Denmark, was also in attendance to discuss supply-chain traceability, promotion of better wage systems, consumer proposition and secure work environments. The CEO Agenda 2019 outlines eight priorities for CEOs in fashion to be mindful of, broken down to four priorities to be introduced immediately and four priorities for fundamental change.

5

### VIRGIL ABLOH COLLABORATES WITH MR PORTER

The online retailer Mr Porter has teamed up with streetwear brand Off-White to launch a 44-piece capsule collection. Named, 'Modern Office', the collection fuses traditional tailoring with a contemporary sportswear aesthetic, inspired by the new generation of workers



and their workplaces. Acknowledging the shift in workplace environments and the more relaxed take on sartorial attire, founder of Off-White, Virgil Abloh, has created a collection focused around themes of flux, evolution and modernity into a synergy of fabrics (wool, felt, cotton and heavy canvas), colours (muted and tonal), treatment, and visuals.

# WATCHES + JEWELLERY

lb

## INDUSTRY REPORT

- 1 **DINA KAMAL'S LATEST COLLECTION**  
Dina Kamal has launched her RA Ring Collection, featuring designs inspired by Egyptian mythology. It's named RA after the sun god who was identified as a symbol of supreme power in the universe, and the DK01 RA pinky ring acts as a silent symbol of empowerment. The rings are available for the pinky and ring fingers
- 2 **MB&F RELAUNCH HM6**  
Maximilian Busser and Friends (MB&F) recently introduced its Horological Machine N°6 Final Edition, adding to the existing HM6 series that debuted in 2014. With a deeply grooved casing, the HM6 comprises 475 components developed over three years. The hour and minute spheres are oriented perpendicular to the rest of the engine and
- 3 **THE BEETLE BY ANNOUSHKA**  
The Beetle is the latest collection from British jewellery brand Annoushka. Consisting of four rings, four charms and three earring drops in 18-carat gold, the collection showcases brand founder Annoushka Ducas' love of nature. 'There's nothing more perfect than nature. Being able to make it perfectly in gold and stones and
- 4 **AUDEMARS PIGUET'S NEW COLLECTION**  
Celebrating the launch of its new watch collection, Code 11.59, Audemars Piguet marked the occasion within the walls of its forthcoming Musée Atelier, designed by Danish architects Bjarke Ingels Group (BIG). CODE stands for 'Challenge', Own, Dare and 'Evolve', and it marks a contemporary twist to the classic round watch
- 5 **TIFFANY & CO'S TRUE COLLECTION**  
Tiffany True is the latest Tiffany & Co engagement ring. Made from a contoured diamond cut, the ring adds a new contemporary design to Tiffany & Co's much-loved engagement collection. The quality of the diamond is key, which is why each stone has to fulfill the four C's: clarity, carat, colour and cut. In the Tiffany tradition, Tiffany True favours beauty over the



and are handcrafted in 18-carat gold with or without diamonds. After studying architecture in Washington, DC, Dina Kamal launched her eponymous jewellery brand in 2010. With a unique approach to design, Dina Kamal's creations are informed by her formal training as an architect and rooted to her commitment to craftsmanship.



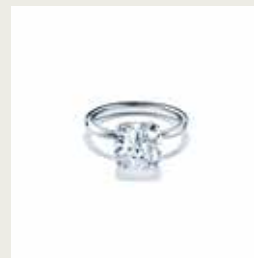
are driven by conical gears. Central to the design and construction of HM6 is the flying tourbillon, protected by a retractable shield and a sapphire crystal dome above. Horological Machine N°6 is the fourth Horological Machine by MB&F marking the end of series production.



keep forever – there's something rather magical about that,' says the London-based jewellery designer. Formed out of large custom-cut stones in rich colours and embellished with pavé diamonds, tsavorites or sapphires on the heads and jaws on each piece, Annoushka's beetles are modern talismans, filled with symbolic meanings.



model while carrying on the manufacturer's reputation for creating unconventional forms. 'This collection demanded new tools, skills and techniques to reach an exceptional degree of technical and aesthetic complexity,' commented François-Henry Bennahmias, Audemars Piguet's chief executive officer.



weight of the diamond. The ring's design is minimal, architecturally constructed and marked subtly with a 'T' on its side. Tiffany & Co sources all its diamonds and precious metals through ethical and environmentally responsible means, before they are crafted in the jewellery house's workshops.

# Wealth Report

After a year in her role as partner at WeWork, **Julie Rice**, the co-founder of New-York based fitness company SoulCycle, reflects on her work at the community-focused business

## BUILDING A BRAND WITH COMMUNITY AT ITS CORE

For as long as I can remember in my adult life, brand, experience and community have been at the heart of everything I believe in. With my SoulCycle co-founder Elizabeth Cutler, I was able to take the germ of an idea and build it into a recognised and beloved brand: a place for people to workout and connect.

SoulCycle might seem like just a bunch of stationary bikes in a dark room, but it quickly became so much more. By delivering a consistent experience that made people feel amazing, we formed a loyal bond with our customers, and this expanded into a supportive community. Today, there are 90 SoulCycle studios located across the US and Canada, and more than 30,000 riders a day.

The success of SoulCycle, and of WeWork, really hinges on the concept of community. When Miguel [McKelvey] and Adam [Neumann] came up with the idea for WeWork over eight years ago, they felt there was a movement toward meaning and connection. They thought if they

focused on the community they were building, something special would emerge.

And how reassuring it did. While the world is moving faster than ever and our digital and physical progress are imperative, people have evolved. Human contact is the innovation of today, and that's the basis upon which WeWork was founded and continues to build on. Someone might walk into a WeWork for a tour, and leave having signed a contract for a space with us. More than just a signature on a dotted line, it's the way our members feel and the connections they will make that will keep them there. If we deliver and encourage a more communal approach to work, we can change the way we relate to other people, and even to ourselves. Just like SoulCycle was never really about fitness, WeWork isn't really about the workspace.

From thoughtful design to perks such as breakfasts, events, workshops and wellness programming to a creative entrepreneurial environment that

can inspire innovation, everything in a WeWork space is intended to foster collaboration.

And this really works. In fact, 70 per cent of our member companies say they have collaborated in some way and 50 per cent have done business together. And the appeal isn't limited to any one demographic: 30 per cent of Fortune 500 companies are WeWork members, working alongside the startups, small and medium-sized enterprises (SMEs) and entrepreneurs in our locations. This is because, for one thing, we offer exemplary employee experiences and working culture, which help with hiring and staff retention no matter what your size.

In a recent study conducted by the real-estate group CBRE, members in London also reported an increase in revenue growth after joining; revenue rising faster than costs; an average increase of 5.8 new hires; and over 80 per cent of members in London credit WeWork with improving company productivity.

If today's business case for community isn't enough, consider the future: millennials and their successors are interacting in ways that strongly suggest the traditional office, the traditional gym and the traditional shopping experience are no longer appealing to them. We could be suspicious of this new, uber-connected world and turn inward and against each other. Or we could embrace the change with courage and resilience, and together make it in the right way. It's a no-brainer. So, when you look at what WeWork has achieved in the last 12 months in the UK

alone, it's exciting to see such purpose taking root. We've acquired inspiring collaborator communities including the global networking platform Meetup as well as the Flatiron School of coding, which found its first brick-and-mortar home in Europe at London's WeWork Finsbury Pavement. In addition, we've broadened our impact initiatives, launching a partnership with The Diana Award, supplying access to a mentorship scheme for schools in Hackney and worked closely with charity partner Breaking Barriers, hiring their refugee clients into skilled roles on the WeWork staff. And we have hosted our second London Creator Awards – an awards-funding initiative in its second year, giving away millions to those entrepreneurs who are changing the world.

Of course, people are always interested in our next steps. My passion project will be establishing the WeMRKT at London's Two Southbank Place next year – its first home outside of New York. This is WeWork's premium market stand, which is all about appreciating our members and featuring their amazing, forward-thinking products and services.

Beyond that, we're always developing projects, product lines and looking for interesting locations, and the New Year will bring with it many new adventures – but you can count on the fact that everyone will be for, by or about building our global community. ●

[wework.com](http://wework.com)



# INTERIOR + DESIGN

lb

## INDUSTRY REPORT

1

### PATRICIA URQUIOLA FOR BMW

Patricia Urquiola and BMW Welt, the multi-use exhibition centre located in Munich, have joined forces to create an installation space marking the launch of the new 7 Series, the BMW X7 and the 8 Series line-up. Senior vice-president of BMW Group Design, Adrian van Hooydonk and Urquiola, share an interest in contemporary luxury,



which has been translated into the design of the new space. 'Luxury is always a kind of freedom. I hope when people who come to BMW Welt feel this idea of comfort, and get involved in this proposal' says Urquiola. The installation draws on the idea of how light changes and adapts when it hits different surfaces.

2

### TOM DIXON SWIRL COLLECTION

British designer Tom Dixon has launched his latest Swirl collection, which debuted during Maison & Objet Paris. Created using a new material that resembles 3D marble paper, the Swirl collection is made through an innovative process that recycles residue from the marble industry, mixed with pigment and resin to



create blocks of material. Including candleholders, bookends and vases, the Swirl collection has a distinct silhouette, colouration and personality. Tom Dixon, who started his journey after leaving corporate life to create his own brand, is now globally famous and known for his sculptural quality and engineered materiality. He now owns hubs in New York, Hong Kong, London and Tokyo.

3

### BOMPAS & PARR FIRST VEGAN HOTEL SUITE

The 'architectural foodsmiths' Bompas & Parr have designed the world's first vegan hotel suite using an all plant-based materials, fibres and surfaces – avoiding all leather, feathers and wool. Using an innovative material called Piñatex – a vegan-friendly fruit leather made from cellulose fibres extracted



from pineapple leaves – most of the surfaces in the suite are upholstered in the fabric. Feather stuffing for pillows has also be replaced with organic buckwheat, millet seeds and bamboo fibres replace the typical feather stuffing in pillows and instead of using wool for the carpets, Bompas & Parr have used cotton. Set within Hilton London Bankside hotel.

4

### RARO'S BESPOKE FURNITURE

Founded by sisters Rajeeta and Rolly Gupta in 1997, House of Raro is a renowned atelier and manufacturer of sculptural furniture. Although eponymous, Raro as a name was chosen by the pair to highlight not only the sisters – Ra for Rajeeta and Ro for Rolly – but to signify the rarity of the pieces themselves. Rajeeta and Rolly source



unique materials such as antique jewellery-grade coral, African ebony and Afghanistan jade to use in the creation of their bespoke furniture pieces. Taking inspiration from their travels, the sisters use a variety of styles and aesthetics in each of their designs, from the sweeping curves of Italian Regency to the modeish angularity of American Art Deco.

5

### LOEWE CRAFT PRIZE 2019

The Spanish luxury fashion house Loewe recently revealed the names of the 29 shortlisted artists for the 2019 edition of the Loewe Foundation Craft Prize. This summer, each finalist's work will be exhibited at Isamu Noguchi's indoor stone garden, Heaven, at the Sogetsu Kaikan in Tokyo. As the third edition of the Loewe Foundation Craft



Prize, this year's finalists offer a diverse range of techniques, media and modes of expression, and each was chosen by a panel of experts from over 2,500 submissions by artists representing more than 100 countries. First launched in 2016, the Loewe Foundation Craft Prize is an annual ceremony that celebrates excellence, artistic merit and newness in modern-day craftsmanship.

## LIMITED EDITIONS



# DESIGNER OF DREAMS

**CHRISTIAN DIOR** CREATED A FASHION REVOLUTION WITH HIS NEW LOOK COLLECTION. IMOGEN SMITH DISCOVERS THE WORLD OF HAUTE COUTURE THROUGH THE AGES AS THE V&A STAGES THE LARGEST DIOR RETROSPECTIVE EVER STAGED IN THE UK

Paris in the aftermath of WWII was a far cry from the prosperous City of Lights it's known as today. Food rations, housing shortages and unemployment were the predominating factors casting a gloomy shadow over the French capital. Emerging out of this austerity, the designer Christian Dior appeared, and in one fell swoop he changed the face of fashion.

It was in 1947 when Dior showed his debut Corolle collection. 'As you went up the stairs you were sprayed with the Miss Dior scent,' described the British designer, painter and academic Muriel Pemberton, who attended Dior's debut catwalk show. 'All of a sudden, a model appeared wearing the most fantastic skirt, and after all the military clothes of the war, it was quite a remarkable sight.'

The whole collection, coined the 'New Look' by the editor-in-chief of *Harper's Bazaar* at the time, Carmel Snow, showcased Dior's ability to transform the female form through cinched-in waistlines, knee-length voluminous skirts and the palpable sense of elegance. He was daring in his approach to women's fashion. It was even considered outrageous that his designs required so much

fabric, especially at a time when materials were in relatively short supply and purse strings were often zipped tight in the wake of the war.

People were horrified by the extravagance of Dior's designs, to the extent that Britain's Trade Minister, Harold Wilson, issued a statement firmly declaring his refusal to supply materials to meet the requirements of these new styles.

## LIMITED EDITIONS



However, this didn't deter the fashion crowd. Dior had opened a trove of possibilities for those with an appetite for the latest styles, which heralded femininity while appealing to the slimline, minimalist aesthetic of the 1930s.

'It may have been called the New Look but it was actually the old look,' describes, Natasha Fraser-Cavassoni author of *Monsieur Dior: Once Upon a Time*. Inspired by his mother, Madeleine – a close follower of fashion herself – Dior reimagined the corseted waists and exaggerated skirts of her Belle Époque style, translating these influences into a more contemporary look.

Dior combined this structured silhouette with softer touches seen in his choice of fabrics: woven silk, pleated wool crêpe and lightweight tulle were all largely inspired by time spent in the garden at Dior's family

*Opening page:*

A floor-to-ceiling display shows 100 of Christian Dior's iconic silhouettes

*Above:* 'Every Dior outfit required a tremendous amount of effort, but the result was fairytale-like'

*Opposite:* The exhibition traces the history of the designer's rise to fame and his lasting impact on fashion

home in Granville. Growing up, the young Christian poured over horticulture catalogues showing illustrations of flowers and their delicate formations, which fuelled his imagination to create a wearable version of nature.

As much as the designs were beautiful, they also posed challenges to the wearer. 'Every Dior outfit required a tremendous amount of effort,, but the result was fairytale-like,' describes Fraser-Cavassoni. Dior created literal shapes with his garments, adding padding to the hip area of skirts and dresses, flaring jacket sleeves and hemlines with





the endeavour of framing the female form in a way that was flattering and innovative.

Rising rapidly to superstardom, Dior continued to blaze a chiffon-lined trail through the fashion industry. He expanded his offering to include jewellery, perfumes and hosiery, opening boutiques around the globe, and his revolutionary approach to design never failed to disappoint. Creations and tailoring tricks such as the ruched satin zig-zag dress, the juttied cut of the Oblique Line, and the perfectly proportioned Y Line put the Dior house firmly on the map



**All of a sudden, a model appeared wearing the most fantastic skirt, and after all the military clothes of the war, it was quite a remarkable sight**

as a leader in the world of haute couture.

In just a decade, Christian Dior rewrote the fashion rulebook and when he died in 1957, he left his label in the hands of a young Yves Saint Laurent. Through the budding designer's interpretations, the Dior name continued to flourish while staying loyal to the creator's design legacy.

Even after numerous evolutions under six different artistic directors – including John Galliano, Raf Simons and the first female to head up the label, Maria Grazia Chiuri – the French fashion house remains a

stalwart within the ever-shifting landscape of season-to-season styles. ●

[dior.com](http://dior.com)

[vam.ac.uk](http://vam.ac.uk)

# TRAVEL + AVIATION

## INDUSTRY REPORT

1

### LAND ROVER DISCOVERY CELEBRATES 30 YEARS

Land Rover announces its new Anniversary Edition to celebrate 30 years of its Discovery. Commenting on the launch, Rawdon Glover, managing director of Jaguar Land Rover UK, said, 'Discovery has evolved in its 30-year history to consistently bring technology, capability and relevance



to the ever-changing motoring community.' Based on the Discovery Sd6 SE, the Anniversary Edition features a panoramic glass roof, MeridianTM 380-watt sound system and 22-inch alloy wheels. First launched in 1989, the Land Rover Discovery has over 300 awards to its name. It is revered by customers the world over as it delivers the adventure along with the promised comfort.

2

### BENTLEY INTRODUCES CENTENARY MODEL

Bentley is celebrating its landmark centenary year with the introduction of a special-edition model. Inspired by one of its earlier racing models, this special-edition vehicle is set to launch at the Geneva International Motor Show in March. Based in Crewe, Bentley Motors is a British car manufacturer with



a world-renowned reputation as a leader in craftsmanship and innovative engineering. Founded in 1919 by Walter Owen Bentley, the company was created with a simple objective to build a 'fast car, a good car, the best in its class'. Today, Bentley Motors has four model lines including Bentayga, Continental, Flying Spur and Mulsanne, named after the 'Muslanne Straight' stretch of Le Mans racecourse where cars reach top speeds.

3

### ROLLS ROYCE COURCHEVEL: OPEN FOR THE SEASON

To continue its Social Hotspot programme, Rolls-Royce Motors will open the ski season in Courchevel 1850 with an Alpine Studio Hotspot. Julian Jenkins, regional director of Rolls-Royce Motor Cars, says, 'our presence here is indicative of the marque's unique approach to connecting



with its audience.' As well as seeing the Rolls-Royce Cullinan, guests will also have the chance to learn more about Dawn, the brand's Drophead Coupé. In addition, guests of Courchevel 1850's elite Hôtel Les Airelles will be able to enjoy a chauffeur-driven Cullinan to and from the piste throughout the winter 2019 season.

4

### YOTHA UNVEILS NEW YACHT

Built on the idea of bringing trust and transparency to the yachting market, Yotha is the new digital yacht charter offering a platform where owners, charterers and yachting professionals can connect. Aiming to speed up the process of chartering a yacht, Yotha enables users to negotiate directly with the owner's representative, book a trip and benefit from a free



concierge service, making the process of chartering faster and simpler. With a portfolio of over 100 of the world's finest luxury yachts, including the 90m Lauren L, the award-winning 50m Vertige and the 55m Mustique, users can charter a variety of models. Philippe Bacou, owner and founder of Yotha says: 'It is an exciting time to be involved in the yacht-charter industry and we hope to improve the experience for everyone involved.'

5

### BORG EGNAZIA UNVEIL IMAGINE

The luxury Italian resort Borgo Egnazia recently unveiled its latest venture – a collection of yachting experiences and its own sailing boat, Imagine. Created by late British yacht designer and founder of Dubois Naval Architects, Ed Dubois, with interiors by Agnes Comar, Imagine will have its inaugural voyage in the Caribbean before



heading on to Central and South America this spring. Then it's on to Polynesia and eventually Australia and New Zealand, where the yacht will spend winter 2020. With facilities to accommodate seven guests and five crew members, the on-board experience will be coupled with activities including kite surfing, sailing and diving organised by a local advisor.

# Luxury Futures



As luxury brands look to readdress how to survive in a world driven by new-age consumers, **Jonathan Siboni** highlights the three core skills necessary for brands to adopt in order to survive

## Survival skills

The year 2000 marked a new millennium. It was and remains to be a symbolic date that mankind long envisioned as the beginning of a new era. An era with new focus points and areas and a shift from West to East, most notably towards China. A world with new leaders in distribution (Amazon and Alibaba) and communication (Google and Facebook) – now global giants, but back then only startup companies. Most importantly however, the new millennium, gave rise to new-age consumers.

The young consumer's thirst for novelty is only quenched by new advancements in technology and the digital space. These advancements represent the true engines of a new digital world, a world where the only constant is change itself.

Luxury brands have long felt immune to this new world, if not protected by its challenging new rules.

Some luxury brands however, have decided to take on the challenge, and view this change as an opportunity. Gucci, for example, recently announced another breathtaking performance for 2018. With an €8.2 billion turnover, Gucci is up 33 per cent from last year (88 per cent from two years ago). Chinese consumers, who make up 35 per cent of Gucci's sales now tend to buy more locally, less while travelling. So be it, as Gucci has more mainland stores than its competitors and registered a 45 per cent sales increase in Asia. Millennials are the future – and they make up an astonishing 62 per cent of Gucci sales.

If Gucci did manage to do one thing, it was to merge luxury's timelessness with the modernity of the digital world. It managed to successfully merge the power of creation and desire with careful market data monitoring.

Looking ahead, luxury companies need to focus on three core skills in order to not just survive, but also to thrive in this new world.

### VISION:

Companies need to be forward-thinking and look further into the future to discover and leverage more opportunities. In a digital age that rewards innovation, luxury brands all want to be visionary. But to be visionary you need to have a vision, and to have a vision you need to be able to see. Bringing a data-driven approach is a way to open eyes to the market and sharpen a vision for the future.

### SPEED:

They need to take a more data-driven approach to accelerate their speed-to-market to launch new products, and time to react based on market moves.

### AGILITY:

They need to constantly adapt to changing environments.

Luxury leaders live on quicksand; a place where they will either self-disrupt or die. Luckily for them, their tools have changed as well provided they understand the scope of their new levers. Digital is not just a department or a set of tools that needs to be leveraged. Digital transformation

not the destination or the end goal, but the journey towards a bigger and brighter future. This applies to both consumer and internal journeys.

Luxury brands need to reevaluate their operational model as a whole while being mindful of new perspectives. They need to reconsider the consumer journey (awareness, consideration, purchase, loyalty) as a roadmap to understand and master. They should not only generate awareness but measure it; not only hope for consideration but take action to channel it both offline and online; not only register purchases but magnify the experience; and finally not just wait for loyalty, but go for measuring it in the hundreds of emerging platforms that customers rush into (such as Little Red Book in China). The same can be said for a brand's internal journey, where it's necessary to coordinate and cross-combine skills and talents.

Because if consumers are tomorrow's wealth, brand managers are today's treasure. To enter this new world together, Luxurysight offers *Luxury Briefing* readers an exclusive free quarterly subscription to its Brandwatch. ●

[tinyurl.com/luxurybriefing](http://tinyurl.com/luxurybriefing)  
[luxurysight.com](http://luxurysight.com)

is



# FOOD + DRINK

## INDUSTRY REPORT

1

### THE MACALLAN'S 52 YEARS OLD

The Macallan has unveiled its limited-edition single-malt whisky The Macallan 52 Years Old. Matured for 52 years in one first-fill European oak, sherry-seasoned cask from Spain, this spirit reflects The Macallan's commitment to working with unique woods. Through its maturation, The Macallan 52 Years Old has acquired a robust



composition and its quality is a testament to The Macallan's oak casks, which are sourced, crafted, toasted and seasoned under the guidance of The Macallan masters of wood. Whisky-maker for The Macallan Sarah Burgess said, 'With only 250 individually numbered bottles available worldwide, this is a highly limited and expertly crafted release which will be desired the world over by whisky lovers and luxury connoisseurs.'

2

### MAÎTRE CHOUX EXPANDS

Founded by the three-Michelin-star chef Joakim Prat – formerly head pastry chef at Joël Robuchon's restaurant L'Atelier – and his business partner Jeremie Vaislic, Maître Choux has grown quickly since its launch in 2015. Now with three locations across London, in South Kensington, Soho and King's Road, the choux-pastry specialist patisserie has recently



opened in Bicester Village. Bringing the taste of authentic French pastries to Oxfordshire, the latest opening is Maître Choux's first location outside of London. Joakim's hand-crafted designs offer a contemporary twist on a classic speciality by using new flavours and visuals. Flavours include, the Paris Brest Eclair, with nougatine, praline, hazelnut and whipped cream.

3

### ORASAY COMES TO NOTTING HILL

Following the 2018 opening of St Leonard's, Jackson Boxer and Andrew Clarke have joined forces again to launch Orasay. Inspired by the western isles of Scotland, the menu will have a strong emphasis on seafood and will be reliant on produce from the duo's organic farm in West Sussex. All ingredients will be prepared using the classic



techniques of European cuisine to highlight seasonality and flavour. To complement the cooking, Boxer and Clarke will be presenting a focused list of around 60 bins. Located in the Notting Hill neighbourhood of west London, Orasay will comprise a 50-seat dining room with an adjoining private dining area, that seats up to 12 guests.

4

### PECK OPENS NEW VENUE

Considered the Italian temple of haute cuisine, Peck has opened a new dining destination in Milan. Designed by Vudafieri-Saverino Partners, Peck CityLife comprises a delicatessen, restaurant, wine bar and cocktail bar all set over 3,000 sq ft. Created as a tribute to post-war Milan, the restaurant's interior features Milanese stone floors as well as



wooden lozenges on the restaurant's ceiling as a reference to the Villa Necchi Campiglio, located in the city's Porta Venezia area. Founded in 1883 by a resourceful salumi maker from Prague, Franz Peck decided to open a workshop of German-style cured and smoked meats in Via Orefici 2, with the ambition of turning it into the most successful deli shop in town. Peck also has venues across Asia.

5

### THE GORING EXPANDS DINING SERVICES

Set to launch in late spring, The Goring has announced its new seafood restaurant. As London's only five-star luxury hotel still owned and run by the family that built it, The Goring is known for its dedication for offering a quintessentially British experience. The new restaurant will focus on seafood led by chef



Nathan Outlaw, who has been a friend of the Goring family's extensive Cornish connections for many years. Situated alongside the hotel's flagship restaurant, the new addition will be 'all about simplicity on the plate, freshness, and our usual heartfelt British service', says CEO Jeremy Goring.

## INDUSTRY REPORT

6

**50 CHEYNE  
LAUNCHES IN  
LONDON**

After nine months and a complete rebuild, No Fifty Cheyne is set to launch as the latest iteration of the Cheyne Walk Brasserie. Conceived by Sally Greene OBE, the proprietor of Ronnie Scott's jazz club and passionate advocate of quality food and drink, the restaurant will combine seasonal ingredients and a contemporary British



aesthetic. Head chef Iain Smith will lead the kitchen team, preparing dishes such as Belted Galloway beef ragout with spatzli, spicy sausage and rose harissa, and Cornish monkfish, roscoff onion and potato straws with roast chicken broth. 'We hope to be everything that The Cheyne Walk Brasserie was to the Chelsea community while welcoming a new generation to our Cheyne family', says Greene.

7

**AMARA AT  
FOUR SEASONS  
FAIRWAYS**

Set within the Four Seasons Fairways, Algarve, Amara is a new restaurant with a focus on Portuguese tradition combined with a contemporary approach to cuisine. With sweeping views across Quinta do Lago, the restaurant features low-hanging Morwad-marble lighting by British designer Tom



Dixon, along with a mix of wooden flooring, crimson chairs and scalloped banquette seating. Head chef Nelson Candeias lends his culinary expertise to Amara's menu, creating dishes including goat's-cheese panna cotta with beetroot, foie gras *mi-cuit* with radish and quince, and oysters three ways. As part of the recent refurbishment of the clubhouse, Amara is one of two new additions to the resort's dining destinations.

8

**DICTADOR  
GLENFARCLAS  
AT HARRODS**

Made in a limited 12-bottle batch of each expression, the Dictador 2 Masters is a premium rum borne out of the 2 Masters rum project in collaboration with the Scottish Glenfarclas Distillery. Originating from a 1972 single-vintage cask, the Dictador Glenfarclas rum features malted barley overtones on the nose,



medjool dates adding sweetness and a lingering finish of toffee and toasted coconut. Callum Fraser, master distiller at Glenfarclas Whisky Distillery in Speyside, says, 'We matured our Dictador Rum Glenfarclas 1972 for a further seven months in a Glenfarclas 2002 third-fill Jerez Sherry cask to create a truly exquisite liquid.'

9

**LA SCÈNE'S  
CONTINUED  
SUCCESS**

Head Chef of La Scène, Stéphanie Le Quellec, recently received two Michelin stars, becoming the only woman in France to carry this honour. Taking inspiration from the simple flavours of Southern French cooking, Le Quellec's dishes showcase ingredients of exceptional quality. Starting out at the renowned George V



under the guidance of chef Philippe Legendre, Le Quellec rose through the kitchen before moving to the Four Seasons, Grand-Hotel du Cap-Ferrat where she stayed for six years as Philippe Jourdain's sous chef. Le Quellec first came to the Prince de Galle for the opening of its restaurant La Scène and achieved its first Michelin star just nine months later.

10

**LE ROYAL  
AWARDED  
MICHELIN STAR**

Royal Champagne Hotel & Spa is the first contemporary five-star hotel in France's Champagne wine region. Opened for less than a year, its restaurant Le Royal was recently awarded a Michelin star. Hailing a new era in Champagne's culinary scene, Le Royal preserves French knowhow while adding



a contemporary touch to traditional methods. Led by chef Jean-Denis Rieubland – already a two-star Michelin chef – he leads the kitchen team creating a menu with a focus on seasonality and organic produce. 'I am delighted with the distinction of this Michelin star, obtained in such a short period of time', says Rieubland.

## DIGITAL THINKER

Rentable fashion is disrupting the traditional retail model. Co-founder of Girl Meets Dress **Anna Bance** describes the advantages of borrowing over buying to Alistair Crane

# HIRE IN STYLE

## What was the thinking behind Girl Meets Dress?

Girl Meets Dress is an e-commerce business building a 'wardrobe in the cloud'. I previously worked as head of UK PR at Hermès. Working in the fashion industry, I knew celebrities borrowed dresses for special events, and we would regularly receive these sorts of requests from women, journalists and friends.

If they had a party to go to, I noticed how women wanted that feeling you get when you put a new item of clothing on for the first time. But they also wanted to experiment – and not feel

guilty if they only wore the item once before it was left in the back of their wardrobes.

Together with my co-founder Xavier de Lecaros Aquise I launched the business in 2009 and it was the first company to rent luxury fashion online.

On a basic level, Girl Meets Dress gives millions of women the ability and access to rent designer dresses and accessories for a fraction of the retail price.

Rentable fashion also has the added benefit of being a more sustainable option to counteract fast fashion.

Today, Girl Meets Dress has a selection of 4,000 dresses from over 200 designers from more than 30 countries.

## What about your job most excites you?

It's exciting to observe how consumers are becoming increasingly more interested about rentable fashion. It's a good time for us as a business: more clothes-hire services have launched in markets around the world and the industry is getting more excited about hire.

## Rentable fashion has been heralded as the retail trend to watch this year. Please could you explain why this concept has such lasting appeal?

There are several reasons why shoppers prefer renting, and it comes down to the promotion of smarter choices.

We are not asking women to stop buying clothes altogether; instead we are offering an additional way for our customers to dress and build their wardrobes.

Around half of the money women spend on clothing is fast fashion, but by renting clothes you are substituting the 50 per cent of your wardrobe items that are worn only two or three times. This means, you can save the money spent on disposable items, for other more important things in life or clothes that might last you for 10 to 20 years.

Shoppers today are also inundated with choice, and as

a result they don't necessarily want to commit to just one item. With hiring, you can be more experimental with various items, all safe in the knowledge that you're making smart choices.

## What changes have you noticed in the fashion-retail landscape since starting GMD?

The recession mindset predominated shopping habits when Girl Meets Dress launched in 2009, which meant there was a lot of emphasis put on where people spend their money. In the years since launching, companies such as Uber, Spotify and Airbnb have rattled the business world by dramatically altering consumer expectations through the sharing economy.

## How do you use social media to engage with your audience?

The majority of our customers are wearing our rented dresses for a special occasion, so they are proud to share their photos with us. We love seeing how incredible a beautiful dress makes them feel, and our in-house stylists are on hand to help customers find the perfect options for all occasions.

## How do you want the GMD customer to feel when they wear one of your dresses?

We hear so many of our clients' stories about the challenges or big life events they are facing, so we appreciate it's not simply about the dress – it's about how that dress makes them feel.



**Shoppers today are also inundated with choice, and as a result they don't necessarily want to commit to just one item. With hiring, you can be more experimental**

There are women who have never worn a dress before or those who don't feel comfortable wearing a dress. Helping women look and feel their best is hugely rewarding, and we love receiving feedback from our customers.

Girl Meets Dress wants the convenience of hiring to replace the way women resort to buying even cheaper fast-fashion items online. We offer designer brands and quality-made pieces at the same price.

#### **What do the next five years have in store for GMD?**

We are listening to our members, and adding services that make hiring the best option for them. Our Infinite monthly subscription membership is growing very quickly. And for customers wishing to book

*Above, from left: Girl Meets Dress co-founder Anna Bance; customers can hire from a selection of 4,000 dresses*

dresses for an event in a few months' time we have our Advance Try On service, where several dresses are delivered immediately and the wearer can then choose their favourite option.

We are also moving into traditional retail with a new Keep it Forever model, selling pieces to customers at a discounted price.

Our London showroom has also been a huge success, and we welcome customers to book an appointment with a stylist so they can try on as many dresses as they wish. ●

[hire.girlmeetsdress.com](http://hire.girlmeetsdress.com)



# Retail Property

## NEW YORK

On Fifth Avenue, **Nike's** newest location, the Nike House of Innovation 000, has launched on 650 Fifth Avenue, and it is a retail revolution for athletics. The first floor, called the Nike Arena, is built like a sound stage. Customers will find a selection of customisable, exclusive product that will rotate every two weeks. Sneaker styles will be exclusive to this location and visitors will be able to personalise almost every aspect of their purchase, from the dye to the laces to the swoosh. Recognised skincare expert **Joanna Vargas** debuted her cutting-edge spa at 501 Fifth Avenue.

On 57th Street, **Chanel's** jaw-dropping flagship store was revealed, spanning five floors, crowning it the largest Chanel store in the United States, 15 E 57th Street. Every category is available, from fine jewellery and ready-to-wear to leather goods and beauty products. For VIP customers, there's a special area with what the brand calls a 'residential feel' tucked away on the fifth floor. A few doors down find the interactive seasonal pop-up Le Rouge Chanel at 5 E 57th Street selling limited-edition gifts such as No 5 perfume in a red Baccarat-crystal bottle – a collector's item, as only 55 were made.

On Madison Avenue, **Kate Spade's** accessories brand **Frances Valentine** opened a holiday



pop-up shop, number 793. **Marc Jacobs** celebrated the launch of his Redux Grunge Collection in tandem with the opening of his 655 Madison Avenue store.

In Times Square, the new Times Square **Levi's Store** at 1535 Broadway is now home to the world's largest Levi's flagship store, a multi-level location offering the very best in store design, product assortment and omni-channel capabilities. Swedish brand **Happy Socks** has opened its third New York City store as part of its continued US expansion plan at 1588 Broadway.

In Herald Square, 34th Street gained a sweet asset with **Lindt Chocolate Shop** opening at number seven across from the Empire State Building.

In SoHo, **Brooklinen**, a luxury bedding e-commerce retailer, is popping up at 119 Spring Street. **Artemest**, the online destination for contemporary

In the Financial District, **De Beers'** lab-grown diamond brand **Lightbox** has a pop-up at **The Oculus**, Westfield World Trade Center.

### NEW YORK NEWS: TOYS MAKING A COMEBACK

Revisit an old favourite: **FAO Schwarz** is back at 30 Rockefeller Center. The toy store is relaunching on the Plaza and expands across two floors and a mezzanine level. Find a mix of larger-than-life classics such as the room-sized piano keyboard to dance on, and new attractions, like **FAO Raceway**, where you can build your own custom remote-control car. A **Build-a-Bear** workshop, a **Transformers** shop and a **Melissa & Doug** grocery store are some of the interactive destinations inside the highly anticipated arrival; and **FAO Schwarz** is the in-house candyland, with familiar attractions including a musical clock tower welcoming guests at the 49th Street entrance. Supermodel Gigi Hadid designed the toy soldier's uniforms and the retailer has done an amazing job blending nostalgia with newer features. London-based toy retailer **Hamleys** is planning to open its first store in the US on 2 Herald, near Macy's department store. ●

*Happy shopping!*

Italian luxury handmade decor, recently celebrated the opening of its first pop-up exhibition at 39 Wooster Street. **Eloquii**, the plus-size online vertical retailer, unveiled its first pop-up shop at 120 Wooster Street. Outdoor apparel company **Woolrich** has announced plans to expand, doubling the size of its current location to its new spot at 121 Wooster Street. **Sony** has taken over 201 Mulberry Street and turned it into an immersive tech and music pop-up space. The destination is also the home for live performances and will have a recording studio for people to create their own songs for free. **American Giant**, the e-commerce basics brand, has opened its first East Coast store on 119 Crosby Street.

UK-based **Watches of Switzerland** is pushing into the US market with a flagship location, a first for the brand, at 60 Greene Street.

## LONDON

On Sloane Street, as the hoarding has now appeared outside the new Balenciaga store at No. 202 (formerly Ermenegildo Zegna), Cadogan has taken the opportunity to launch at No. 196/197 adjacent to the market at £2 million per annum for 6,700 sq ft. Chanel will relocate back to its former home at No. 167-170 any time now, releasing the temporary store at No. 135, which is also available to let. To complete a hat-trick of opportunities, the refurbishment of No. 50 opposite Hermès is now complete.

With over 13 million visitors a year and international average spending at £2,254 per transaction, the numbers are quite impressive, particularly the statistic about the top 1 per cent spend being a staggering £21,560 per visit. Unfortunately, there are no comparative figures for Bond Street. Cadogan, with the local council, also proposes to implement a self-funded multi-million pound programme to streetscape Sloane Street, introducing more trees and casual seating areas and relocating bus stops. The retail area will certainly be upgraded, no doubt to complement the opening of the Belmond Cadogan Hotel (No. 75) and



the anticipated international Orient Express guests on the Grand Tour of Europe in 21st Century Luxury. Elsewhere on the street, Chelsfield and Astrea (The Abu Dhabi Sovereign Wealth Fund) are effectively targeting the same luxury brands as the Earl of Cadogan estate for their respective store opportunities at 2-5 Sloane Street and within the block of spaces between Dolce & Gabbana at No. 6 and Joseph at No. 16.

On Bond Street, after nine new openings in 2018 (A Lange & Söhne, Boucheron, Alexander McQueen, Stella McCartney, Givenchy, Hublot, Pomellato, Louis Vuitton, Delvaux), a further nine luxury brands and a gallery are planning launches in 2019. New additions will include: Richard Mille, Michael Kors, Herno, Chopard, Tasaki

(now open), Louis Vuitton, Roger Vivier (just opened), Celine and two new galleries for Halcyon. As many of these openings have been programmed for a number of years, the activity is not representative of a Brexit-free zone.

Having now mentioned the dreaded 'B' word, the consensus opinion appears to revolve around a 'compelling reason to lease the space', notably a lease expiry in the current location, a rent review or simply a desire to relocate to a less-expensive retail environment. Sadly, Savile Row now has eight spaces to let (up by three, from January) and apart from the arrival of Hackett Bespoke, there is little to report

by way of new openings. Similarly on Mount Street availability has increased although Sergio Rossi (No. 16) has selected the street to relaunch the brand, post-Kering. Conduit Street welcomes Milan-based menswear designer Neil Barrett to No. 41 and Japanese clothing brand A Bathing Ape to No. 25.

The end of February appears to be the next key date for the negotiations with our European Counterparts before the (current) deadline of 29 March. Unfortunately, this scribe does not anticipate significant transactions to be announced in the meantime, so there's time to pause and reflect. ●

# Brand Matters

Designer and creator **Georgia Fendley** explains how sometimes the most powerful communications for luxury brands are achieved through being playful

## REASONS TO BE CHEERFUL

I've always thought of laughter as one of life's greatest luxuries. In fact I'm a fan of humour in every form, and believe it can be one of the most powerful communications tools we have.

As a designer and creator of brands and communications, I employ humour in all its forms to encourage a closer connection to my audience. This sounds easy: perhaps it even sounds like a lazy solution? In fact it's anything but. The most skilful wit must appear effortless while being loaded with meaning. To solve a communications challenge with any form of humour, a creator needs to understand the problem and its context inside-out there is no room for shortcuts or assumption. Complex concepts are best conveyed when distilled into accessible and memorable forms of communication. This takes thorough understanding, creative bravery and a human warmth often missing from commercial communications.

Young designers get a surprise when they start work in my studio. First, we encourage them to step away from their computers and play to rediscover the brave, risk-taking exploration of childhood. It's amazing how difficult this is to achieve: unfortunately even in universities we are still taught rigid rules and superficial tricks rather than being encouraged to challenge them. Our mission is to know our subject so well and communicate its value with new energy and purpose.

We encourage the unexpected, we look for juxtapositions, ironic relationships and the warmth of fortuitous connections. The power of these solutions is always contingent to the depth of understanding developed first, and then the quality of craft employed to bring the idea to life.

The impact and value created when we get this right are profound because often we are using two distinct entities to form one idea, stimulating both thought and sensation.

Humour subverts the subconscious and thereby impacts memory. Humour is a mnemonic, so it helps us to recollect and as such it has a powerful commercial application. Brands that use this tool benefit from a closer relationship with their audiences: observing humour, from dry wit to laughter-inducing puns, has been shown to reduce stress, boost the immune system and enhance brain chemistry through the release of serotonin and endorphins. Victor Borge hit the nail on the head when he said, 'Laughter is the closest distance between two people.'

Georgia Fendley is founder and creative director of Construct and co-founder of Hill & Friends



It is the wit of an *Economist* advertisement and the warmth of Cassandre's Art Deco Dubonnet posters that make them stand out as well-recognised and powerful pieces of brand communication. It's surprising, then, to see brands that brands represent quality and a close customer relationship choosing not to exploit this powerful approach more often. For some strange reason, many brands seem to think luxury can only be communicated with absolute seriousness, often creating a cold, unwelcoming brand expression in the process. It is a confident brand that understands itself and its audience and uses humour, wit and warmth. Think of the playful wit and confidence of Hermès' windows and communications, the unexpected joy of Cartiers' Christmas-wrapped buildings or the knowing, cultural sophistication and expressive joy of Loewe's art direction.

Humour, wit and nostalgic warmth were always at the heart of our approach to the branding and communications we created for Mulberry from 2008 to 2012. During that period the brand took risks becoming closer to its customers than ever before. Of course, a brand needs to create an exquisite product, but it also needs to create magnetic brand communications – and those things, people and places that make us smile always draw us closer, again and again. Playful is powerful in our world. ●

[constructlondon.com](http://constructlondon.com)





Andréa Cohen

lb

CEO,  
The Gate Collection



**What is your current favourite restaurant?** When I'm in London I love going to Novikov Restaurant & Bar. The atmosphere is so mysterious and completely unique; it is adapted to London's crazy character and full of surprises. The food is good, too.

**Where have you received the best customer service?** Last year I went to India and I stayed in Rambagh Palace, in Jaipur. It is so much more than a hotel; it is an experience. They welcome you with a band of trumpets, and the flowers in each of the rooms are spectacular. It was without doubt one of the best hospitality experiences I've had in my life.

**Where is your favourite holiday destination?** I love discovering new countries and new cultures, but the place I am crazy about is New York City. I can spend hours walking through the energetic streets.

**What is your earliest food memory?** Definitely my grandmother's Moroccan food, especially her couscous and her pastries.

**What or whom is your biggest inspiration within the hospitality sector?** My father. He created our family group, The Gate Collection, in 1989 and he is truly passionate about the business. He fought from the beginning for what he wanted and managed to reach all his goals – he is such an admiration to me.

**Where do you go to feel inspired?** I love sunsets. Whenever I can catch one, I stop thinking, take a deep breath and feel the positive energy and creativity around me.

**Best piece of advice you've ever received?** I was once told I have to be proud to be a woman. As I grew up with three brothers, it was not always so easy to assert myself. Today I am 100 per cent convinced that being a woman is not a weakness; it is strength and an advantage.

**Is beauty or function more important?** Both should work tightly together. We should always add beauty to function.

**Do you collect anything or would like to?** I am a compulsive art collector. I love decorating, especially contemporary art and the Art Deco period.

**Which one luxury item would you take to a desert island?** It would be a clock from my grandfather. It reminds me of my roots, my origins and the power of time!

**What changes do you anticipate seeing within luxury hospitality, over the next five years?** Digital is all around us and creates great opportunities for the future. Our main goal is to make our guests' dreams come true and I think digital could help with the evolution of customer services, providing them a unique luxury experience at 360 degrees.

**If you could describe The Gate Collection ethos in three words, what would they be?** Experience, love and passion. ●



**Luxury Briefing is supporting the Mayor of Westminster towards its 'Under the Painted Sky' Gala dinner, in support of two leading charities; YoungMinds and Place2Be.**

**As a way of raising awareness for YoungMinds and Place2Be The Lord Mayor of Westminster will host its 'Under the Painted Sky' Gala dinner at Banqueting Hall on the 2nd May.**

**YOUNGMINDS**



**YOUNGMINDS**



**YOUNGMINDS**



For 25 years, YoungMinds has been working to support and empower all young minds, no matter the circumstances.

Despite the significant rise in mental health issues, there are still large percentages of children and young people who do not have access to the right help. Eighty-four per cent of parents of children with mental health problems have difficulty finding help for their child, and 76 per cent of parents say their child's mental health deteriorated while waiting for support from Child and Adolescent Mental Health Services.

YoungMinds works to ensure children and young people receive the help they need to overcome life's difficulties.

[youngminds.org.uk](http://youngminds.org.uk)

Working with children aged 4–14 years, Place2Be is an award-winning charity working to tackle complex social and emotional issues that often lie behind the challenging behaviour and educational underperformance.

By providing emotional and therapeutic services in 294 primary and secondary schools, Place2Be supports children through talking, creative work and play.

Place2Be services show improvements in a range of measures, enabling children and schools to become happier and healthier.

[place2be.org.uk](http://place2be.org.uk)

**If you would like more information about how to get involved, please contact:  
[underthepaintedsky@westminster.gov.uk](mailto:underthepaintedsky@westminster.gov.uk)**

**FMS.**

**Luxury Briefing is owned and operated  
by FMS Global Media**

The Basement,  
43-45 East Smithfield,  
London E1W 1AP

T: +44 (0)203 772 4850

E: [information@luxury-briefing.com](mailto:information@luxury-briefing.com)

[www.luxury-briefing.com](http://www.luxury-briefing.com)



## luxury briefing

### TO SUBSCRIBE

E: [information@luxury-briefing.com](mailto:information@luxury-briefing.com)

T: +44 (0)203 772 4850

A subscription to Luxury Briefing entitles you to receive 10 issues of the publication. Luxury Briefing can only be bought on subscription, and does not carry advertising.

Copies are dispatched globally at no extra cost.

All our rights reserved.

No part of this publication may be reproduced, stored in a retrieval system or, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior written permission of the publisher. The greatest care has been taken to ensure the accuracy of this publication, but the publisher hereby excludes liability for errors and omissions. Opinions expressed in the publication are those of the contributors only and do not necessarily reflect the views of the publisher.

© Luxury Briefing 2019