

# Fashion & Luxury Intelligence Report





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# Fashion & Luxury Industry Outlook





# Fashion & luxury industry outlook

## Reflection

The central theme of this Autumn Edition 2021 Fashion & Luxury Intelligence report is 'Reflection' in which I invite you to reflect on your business, your values and on 'Generation Z'. Attention to these subjects will create and grow relevance for your brand's business and also how to attract and involve future consumers and employees. Generation Z will soon become the most pivotal generation to the future of retail, and many will have huge spending power by 2026. To capture a piece of this growing cohort, retailers and brands need to start establishing relationships with Gen Zers now.

I came to learn that ( self ) reflection is an essential part of life and business. Great leadership begins with self-awareness, but self-reflection leads to continued success. We can grow as people by being self-reflective — but we can also grow as members of our work teams. Those of us who are business leaders want success, but ensuring we create self-reflective environments can lead to the creativity, energy and motivation that we need for that success. The more people know themselves and others, the more their businesses can achieve.

## Change, involvement and committed co-creation comes from reflection.

Many of us have been taught that the workplace is for working. There's a general anxiety for employees – as well as employers – that they must always been seen to be 'busy'. What supports and empowers me – and hopefully inspires you ! – to integrate (self) reflection in my work is to make it a conscious part of my interaction with clients and candidates and also to dedicate my time to projects and activities that challenge me to reflect on my ways of thinking and doing. For many years now I'm an expert examiner and professor for national and international academies and Fashion & Luxury MBA's. Also I am a mentor in the 'Routes In' Mentorship program of Soho House. This dedicated time doesn't bring me much value financially. However, it brings me priceless values of learning and reflections, interacting with the younger – Gen Z – generations and talents. Apart from the fact and mission that I accepted these roles, because I want to 'give back', it turns out that this creates the opportunity to receive, reflect, to learn and share my treasures with my clients and network.

Currently I am working on a search for a new CEO for a € 160 million turnover fashion business. I have been working on key positions for this company for many years. For this role my peers are the current CEO and owner and the CFO. Our starting point is trust and respecting each others professional input. Our magic in this search and journey is reflection. Also adaptability, a subject that I highlight in the HR section of this report. The three of us are connected on another level. We are creating a space to reflect and share facts and feelings. We adapt to changes, Working like this, will not only bring us – for sure – the most valuable new CEO but it also empowers us to evaluate and re-value our own perceptions and values.





# Fashion & luxury industry outlook

## The big Fashion Industry trends for 2021

### Trend #1: The fight against 'toxic masculinity' and breaking gender stereotypes in fashion

Many brands and celebrities join the cause for breaking gender stereotypes and fighting against toxic masculinity through fashion and pop culture. Some interesting examples of these are Gucci selling a £1,700 dress with ribbon waist for men to fight 'toxic masculinity stereotypes. Also Gillette putting the spotlight on toxic masculinity in sport in [an ad with Raheem Sterling.](#)



Gucci Ribbon Dress for men

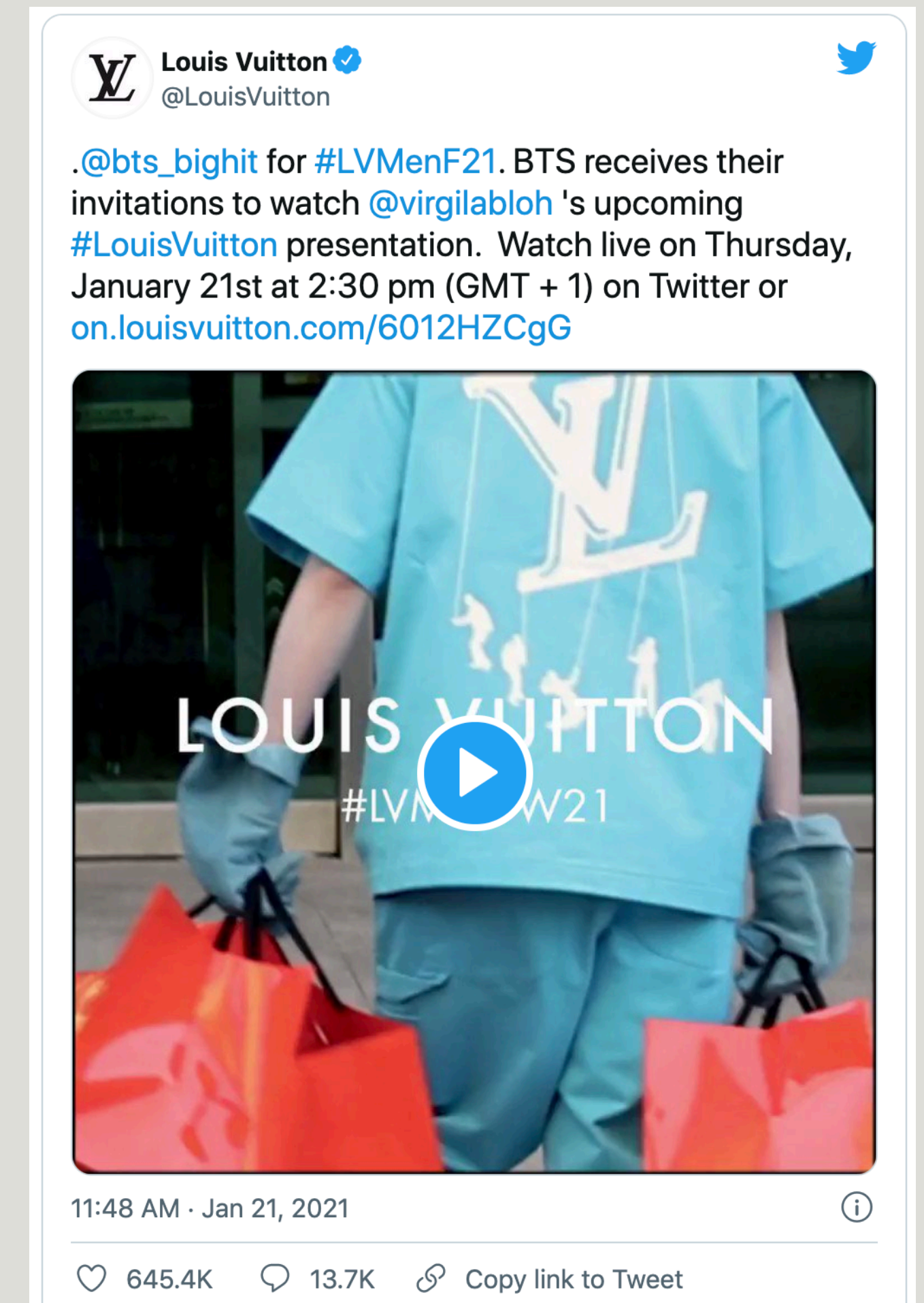
### Trend #2: Fast fashion: Consumers are leaning towards practicality

While fashion isn't always known for practicality, it seems that there's been a shift in consumers' attitudes towards garments that serve multiple purposes as opposed to clothes that are 'trendy'. This is where engaging with communities as a brand brings business value. By keeping an eye on relevant consumers' discussions online, fashion retailers can stay ahead of the game and beat their competition by accurately forecasting and addressing consumer demand.

### Trend #3: Streetwear is embraced by luxury retailers

While the streetwear fashion category has been steadily growing in the last couple of years, the pandemic has definitely accelerated the shift toward more casual fashion. An example of this is Louis Vuitton collaborating with BTS, a major global influencer and the #1 K-Pop band in the world.

The BTS + Louis Vuitton collaboration received a lot of attention from the media when the luxury brand invited the K-Pop stars to Louis Vuitton's Men's Fall-Winter Fashion Show.



Source: Brandwatch Fashion Report 2021



# Fashion & luxury industry outlook

## Trend #4: Sportswear: Value over profits

Sportswear saw a 123.5% increase in mention volume in 2020 when compared to the previous year

	Fashion styles	2019-2020	▼ 2020-2021	% Change
1	Streetwear	17,286	70,689	309
2	Sports wear	15,427	34,484	124
3	Formal or office	11,551	19,268	67
4	Retro	4,496	5,904	31
5	Haute couture	15,949	5,674	-64
6	Vacation	4,410	4,594	4
7	Boho & prairie chic	2,762	3,758	36
8	Ethnic	1,774	2,736	54
9	Cowgirl	1,413	2,574	82
10	Military	2,637	2,313	-12
11	Goth	1,045	1,977	89
12	Rocker / biker chic	1,354	1,866	38
13	Androgynous	2,001	1,737	-13
14	Punk	1,524	1,670	10

Source: Brandwatch Fashion Report 2021

## Trend #5: Office wear re-imagined

Surprisingly, the formal/office wear category also grew over last year. While traditional formal office wear was replaced by dressed-down clothing during lockdown, there’s a massive opportunity for retailers to engage those consumers who are looking to upgrade their WFH ( Work From Home ) wardrobes. Playing up the perceived benefits of dressing up while at home could result in successful marketing campaigns. 1. ReCommerce goes mainstream

Retail brands need to keep their fingers on the pulse of pop culture and emerging celebrities whose influence can often spread brand messaging far wider than traditional advertising or marketing can.



# Fashion & luxury industry outlook

## Reflecting scenarios for career and business coaching

The practice of self-reflection is an extremely powerful one, but it can be uncomfortable. It takes vulnerability, bravery, space, commitment and time. *“Knowing yourself is the beginning of all wisdom”*, but what defines you as a person? What defines your unique competences and what defines the heart of your business? It’s amazing how little we might actually know about ourselves or our unique story and that’s because we’ve never asked.

Understanding what your values are – the principles that underpin you as a unique human being – can help you get on the right track and importantly stay on it. Having a clear picture of your core values can also help you create an authentic CV, to see what’s important, what’s worth your time and what isn’t, and ultimately give you a sense of purpose.

For professionals teams, wanting to follow up on the ‘Reflection’ theme, Isrid offers career and business collection tracks to (re) connect you with your core values and how to communicate them.

[Visit Isrid Academy](#)

Isrid

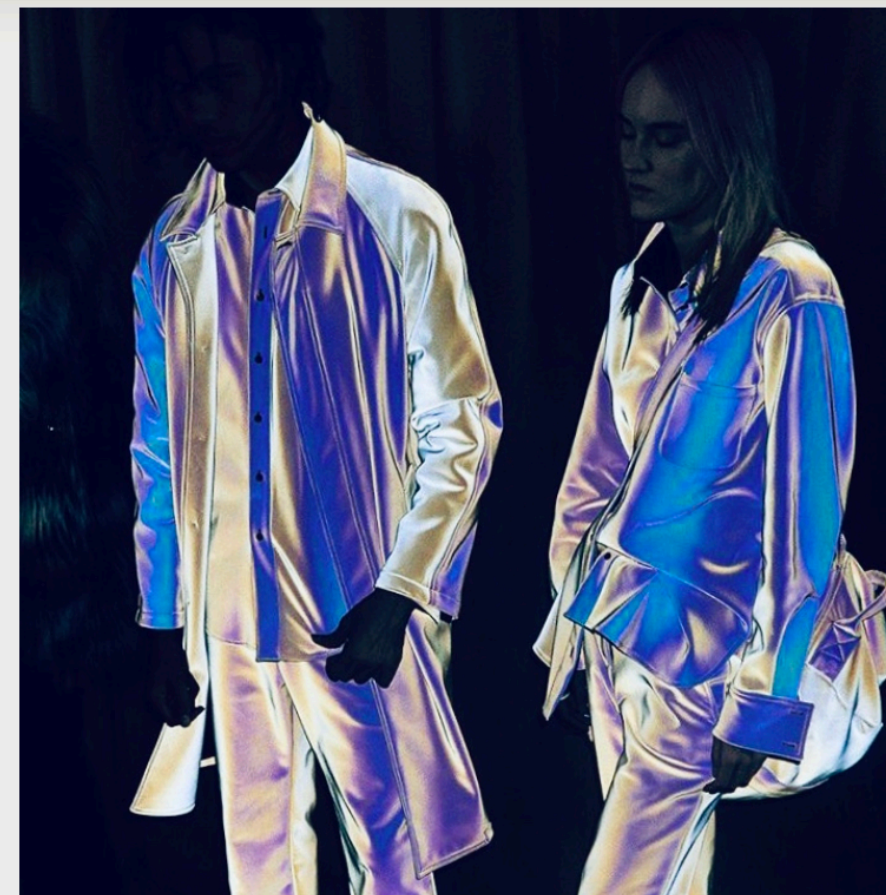
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Business Collection

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Isrid | ACADEMY  
learning boutique for smarter fashion

Login



### business collection

What’s happening in the fashion and luxury business? What will happen in five years from now?

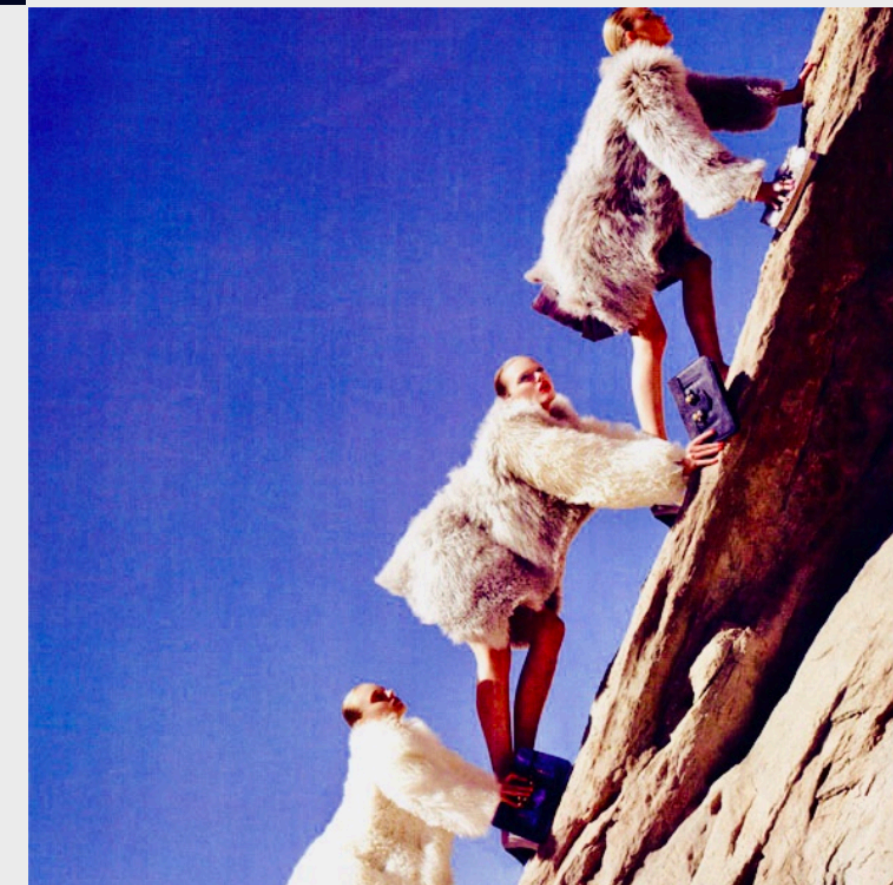
Are your people ready for the future?

Isrid Business Collection provides a range of courses and programs to raise the bar in the industry and to keep you ahead of the trends, rather than following them.



### fashion and luxury intelligence report

How to keep up with the constantly shifting and emerging technology trends that impact your job or company. Here’s your solution. Every quarter: **The Fashion & Luxury Intelligence Report**. Curated by Isrid, with the latest existing business trends, fashion-tech innovation and marketing intelligence.



### career collection

Are you looking to achieve professional growth and sustainable success?

Isrid Career Collection is designed to launch your future and to empower you on your path.



# Business strategy





# Business strategy

## ReCommerce goes mainstream

What is reCommerce? ReCommerce, or reverse commerce, is the process of renting, reselling, or thrifting previously owned apparel through online or offline stores. Consumers are increasingly searching for economical, sustainable methods of buying or owning new clothes instead of buying brand new.

For example, both Burberry and H&M launched reCommerce and rental models, whilst Patagonia also announced plans to open a brick-and-mortar shop specializing in their reCommerce collections.

**By encouraging your community to shop resale, you will help bring more people into the circular economy and show that resale is complementary to brands.**

Gucci was recently rewarded as one of the most innovative brands on ReCommerce. At the end of last year, Gucci announced their partnership with The Real Deal. The Real Deal is the leader in luxury resale. For the partnership with Gucci, a Gucci e-shop was implemented, stocked with consignors' items as well as merchandise brought in directly from Gucci. For every Gucci item purchased or sold, The RealDeal will plant a tree through One Tree Planted, a nonprofit working on global reforestation.

Seen in the light of the central theme of this report ( Reflection ) : If you're a fashion ecommerce store owner with the capability to sell goods that can be returned or resold whilst retaining their quality, now's the time to start exploring whether you could adapt to this growing trend.

## Gen Z the rising consumer group

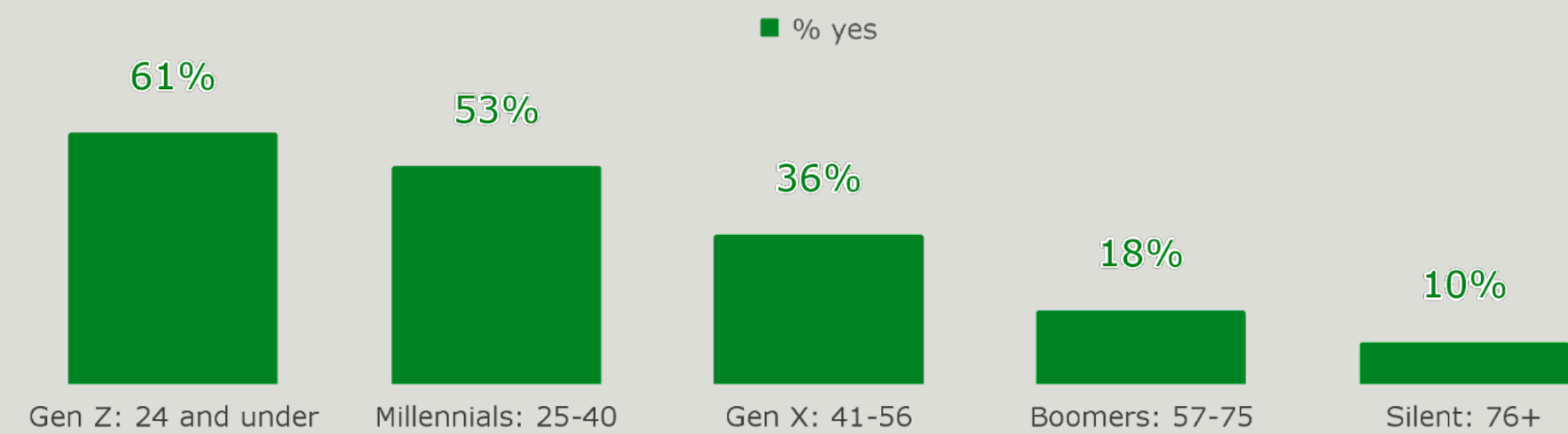
Gen Z ( currently between 6 and 24 years old ) is the rising generation and the future of ecommerce and employee branding. Gen Z's shopping behavior is critical to understand due to this generation being the newest to join the workforce and having purchasing power. They're willing to shop across channels, have an appetite for higher-quality items and are eager to stay on top of cultural trends. Gen-Z's expectations in the workplace are values-driven and aligned with

their personal morals. Therefore brands and retailers need to create online experiences and communications that fit their needs, while also determining the right place in their footprint for physicals stores and working environment,

The retail landscape for brands is experiencing a generational change in consumer habits as Gen Z purchasing habits shift toward social media and digital payments, diverging from older generations' shopping tendencies and expectations.

As I research Gen Z behavior for my masterclasses and sales presentations for clients, **check the next page** for my pick of their most important shopping behavior trends:

For Gen Z, connecting with brands on social media is standard practice. Below statistics of % Follow Brands on Social Media



Source: [CuriosityatWork.com](https://www.curiosityatwork.com)



# Business strategy

## Gen Z consumer behavior and shopping trends

- They want more from brands than just affordable and high-quality products. Brand authenticity, transparency, and sustainability are higher priorities
  - The majority (61%) of Gen Z follow brands that they like on social media, compared with only one in three (34%) consumers among the older generations.
  - Almost half (47%) of Gen Z use YouTube to research products before buying.
  - opening up to gender-neutral products, and for a good reason: Gen Z is a generation more accepting of non-binary products. Brands need to re-consider male and female and start opening up to gender-neutral products
  - More than half of all Gen Zers (58%) and Millennials (56%) have made a purchase based on a recommendation from a social media influencer or content creator.
  - Gen Z are more conscious buyers and will hold brands accountable
  - Facebook's popularity (57%) among Gen Z adults, however, falls behind YouTube (69%) and Instagram (67%),
- Nearly half of Gen Z are on TikTok (46%), and more than half on Snapchat (58%), compared with just 20% of all consumers among both platforms.
  - Gen Z's tendency is to be online at all times, so make sure to meet this generation's digital expectations.
  - While Gen Z may research online -as the previous trend indicates, they view visiting stores as a social excursion.

**Gen Z seeks out in-store experiences, relevance and newness while shopping, which is shaping their spending habits.**





# Retail Commerce





# Retail Commerce

## What Gen Z want from physical retail

Gen Z shoppers are looking for more physical ways to engage with people and brands. As retailers look for opportunities for the post-pandemic boom, what do Gen Z really want from 'in real life' ( IRL ) shopping spaces?

Despite being the most digitally savvy generation, Gen Z very much loves to shop in physical stores. But their motive is different than older consumers' and that spells change for brands. While Gen Z may research online, they view visiting stores as a social excursion. Eighty-one per cent of Gen Z prefers to shop in stores and more than half do so because it allows them to disconnect from social media and the digital world for a while, a recent [Kearney survey](#) found.

That desire means retailers are going to have to offer a more well-rounded experience in store, focusing on creating the feeling of community while offering a selection of products that appeal to Gen Z tastes.

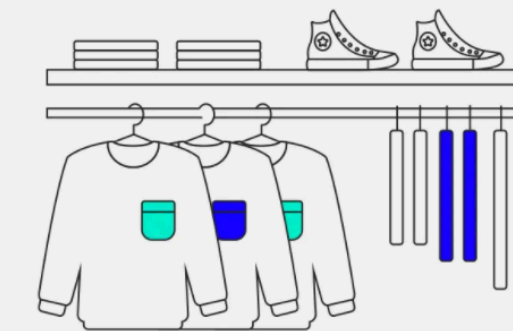
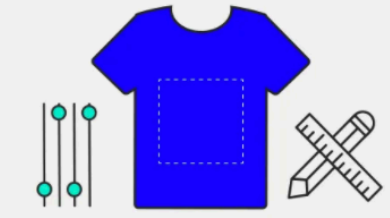
I came across an interview with Steve Ubsdell, CEO & Chief Creative Officer of UK interior design studio [Checkland Kindleysides](#), which designs stores includes Hermès, Hunter and Adidas. He thinks that a good Gen Z store should be hyper-focused. "There's a real job for brands to identify what areas of their particular business or brand that people are really interested in, put their money and capital behind that, and amplify that within their physical spaces," he says. The Kearny survey confirms this insight: When asked what they are looking for once they arrive in-store, three out of four Gen Z shoppers mentioned "a well-curated store experience focused on a limited number of products" was extremely or moderately important to them.

Read more about this subject in this [vogue.com](#) article.

**A well-curated store experience focused on a limited number of products is extremely or moderately important to Gen Z.**

17%

Customisation of products in store

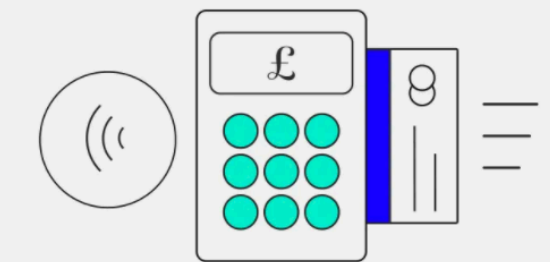


37%

Ability to quickly and conveniently navigate the store

31%

Quick and easy payment methods



16%

Personalised offers sent to mobile device when in store

12%

Exclusive services such as personal shoppers





# Retail Commerce

## Retail as therapy

Gen Z is one of the loneliest and most isolated of all generations. This could be an opportunity for brands to start dedicating space for a kind of decompression zone if they want to attract the Gen Z shopper. This is called 'sensory engagement' and is already happening online.

An interesting and successful example of this, is created by Entire World, a website of a Gen Z fashion brand which focuses on basics. Consumers will hear ambient sounds of everyday moments such as someone mowing the lawn, dogs barking in the park and the hushed rustling of a coffee shop. These are built into the online browsing experience to create a moment of pause. It's this impetus to slow down and focus on one thing at a time. Brands need to be building that kind of meditative calm into the shopping experience.

There are also some retail spaces that have been successfully engaging the Gen Z shopper already. The TX Youth Energy Centre in Shanghai, which receives 40,000 shoppers a day is a mix of retail, clubs and food offerings, provides an experience that Gen Zs can spend all day in.

**Create something thrilling.  
The first thing a customer  
sees shouldn't be a  
mannequin.**



Eco luxe apparel webshop [entireworld.com](https://entireworld.com)



# Retail Commerce

## Museumification and phygitalization of retail

Of course, art and fashion retail coming together is nothing new. The two worlds have increasingly intermingled over time, which, to some extent, can be owed to “the Virgil Abloh effect.” The designer has continued to extend his influence over the fashion industry. The Chicago concept store he co-founded in 2019 is named RSVP Gallery. His latest Off-White runway show, for fall 2021, was dubbed “Laboratory of Fun,” calling to mind a trendy museum-funhouse. And an exhibition featuring his work opened in early July.

As more retailers take inspiration from the art world, they’re inserting art elements that go beyond now-standard sculptures and wall art. For example, late last month, [Selfridges](#) revealed a five-ton canvas by artist Osman Yousefzada enveloping the exterior of its Birmingham, U.K. store.

Also, Zara’s 3D window for their store in Soho House created by artist Shane Fu created a lot of PR last month. The window was not that of the physical store but created in a virtual world and published on TikTok. It has been viewed more than

12 million times, and earned Zara a record number of likes (700,000) and shares (41,000)



[Watch the 3D window for Zara](#)

**While consumers are shopping a lot online, they’re missing the excitement and emotional connection in a physical space.**



Selfridges wrapped in art by Afghan-Pakistani artist [Osman Yousefzada](#).



# Fashion - Tech Trendy





# Fashion - Tech Trendy

## AR clothing try on is nearly here



AR clothing try-on generally refers to the ability for three-dimensional digital clothing to automatically appear on a person as they move in real time, usually either via their phones but also via laptop or other devices. Unlike a static image that is retroactively fitted in a digital garment, it behaves the same way as Snapchat face filters: when your body moves, the item reacts in sync, responding to the wearer's movements, measurements and environment in a way that appears to be realistic.

The ability to try on clothes digitally has been a long-term goal that tech companies of all sizes are close to reaching. As both startup investors and big tech companies are buying in which increases the pace of acceleration. For fashion brands, this could unlock digital clothing sales, increase conversions and decrease e-commerce returns. It would also mark a significant milestone toward the ultimate vision for AR glasses.

In a recent interview, Facebook CEO Mark Zuckerberg said that he hopes millions of people will eventually create virtual clothing and other content for the metaverse: "I just think this is going to be a huge economy and frankly, I think that that needs to exist. This needs to be a rising tide that lifts a lot of boats."

**In 5 years people probably will own more digital collectibles than physical items.**

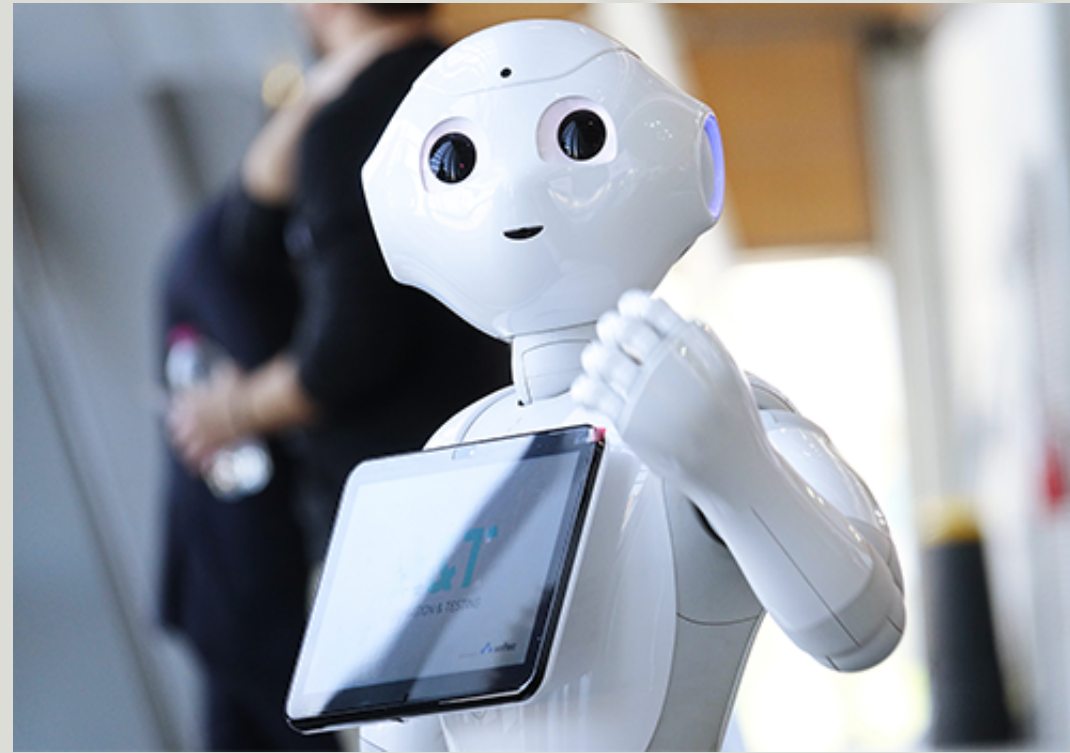
## Robots in Retail

Humanoid robots are steadily on the rise. But is the customer of a fashion store actually waiting for this? And what are the do's and don'ts? Amsterdam University of Applied Sciences and TMO Fashion Business School and VU University Amsterdam looked into it.

A shop assistant, but on wheels. Humanoid robots are increasingly being used by fashion shops abroad. These robots are also steadily on the rise in the Netherlands. But is the fashion retailer's customer really waiting for this? And what are the do's and don'ts for customers when they are served by a robot in a fashion store? Check the next page for a summary of the key findings of the research:



# Fashion - Tech Trendy



## Key insights Robots in Retail

- **Select the right tasks.**

In which tasks does the customer see the most added value for a robot? The highest scores were given to providing product information and checking inventory (5.3), and communicating offers (4.8).

- **Keep it personal**

Of all customers, 33% mentioned 'maintaining personal contact' as the most important point of attention when using robots. This indicates that the customer wants to maintain the trusted service of the staff, instead of being served in an impersonal way by robotic technology.

- **Technologically proficient and young customer ( Gen Z again! ) most positive**  
Customers who consider themselves more proficient with technology were found to be more positive about service robots in the fashion store.

- **The robot as extra support**  
If a service robot is deployed in the fashion store, the customer mainly sees a supporting role. The robot should above all be easy to use, not too prominent and intrusive, and especially equipped to perform routine tasks of the store staff.

[Read more on the research Robots and Retail](#)

## Robots in Fashion shows

In March 2021, Dolce & Gabbana Fall 2021 collection was disclosed in a show presented by both human models and robots. In close collaboration with Istituto Italiano di Tecnologia, which focuses on AI and service robotics, the brand had robots that not only were models of the show but also created several looks from the collection.



Dolce & Gabbana Fall 2021 show



# Fashion - Tech Trendy

## New fashion media and selling platforms

In the Direct to Consumer era, the past months we have seen different platforms investing in the fashion space to create a selling channel for their huge following:

### TikTok Partners with Shopify to launch In-App shopping.

It marks the first time users will be able to shop directly in the Gen-Z favourite short video app, which has already proven itself a powerful tool for driving brand exposure and sales.

### You Tube partners with Copenhagen Fashion Week

For YouTube ( owned by Google ) the CPHFW partnership is the latest example of the platform investing in the fashion space over the past few years, following in the footsteps of other tech companies, namely Instagram, Snapchat and Amazon.

### Netflix.shop

A new way for fans to connect with their favorite stories. Netflix.shop will drop exclusive limited editions of carefully selected high-quality apparel and lifestyle products tied to their shows and brand on a regular basis.



Netflix.shop

**Great stories transcend screens and become part of people's lives.**

## The NFT Vogue Issue

In August, *Vogue* Singapore revealed an NFT-filled issue, including a “flame” dress from Balmain, while *Vogue* Arabia’s publisher also eyes the NFT opportunity. In the Q2 edition of my report I featured an article on NFT. In short: An NFT is a non-fungible (non-replaceable) token that exists in the blockchain.

Fashion magazines are jumping on the NFT opportunity as it offers a potential revenue stream while the positioning gives readers a chance to evaluate exclusive, digital items of value. *Vogue* Singapore unveiled its first September issue — the most important issue of the year for fashion magazines — featuring 15 commissioned NFTs for sale, including a “flame” dress designed by Balmain creative director Olivier Rousteing. In addition to receiving the 3D rendering and animation of the dress, with an image of the dress virtually fitted on an image of them, the winning bidder receives Rousteing's sketches of the dress and the ability to port the dress into the fashion gaming app Altava (formerly Unmateriality).

I highly recommend to smarten yourself on the NFT subject [and read the full article.](#)



Cover design of the Vogue September issue by The Fabricant



# Fashion - Tech Trendy

## Alnose. Just Breathe

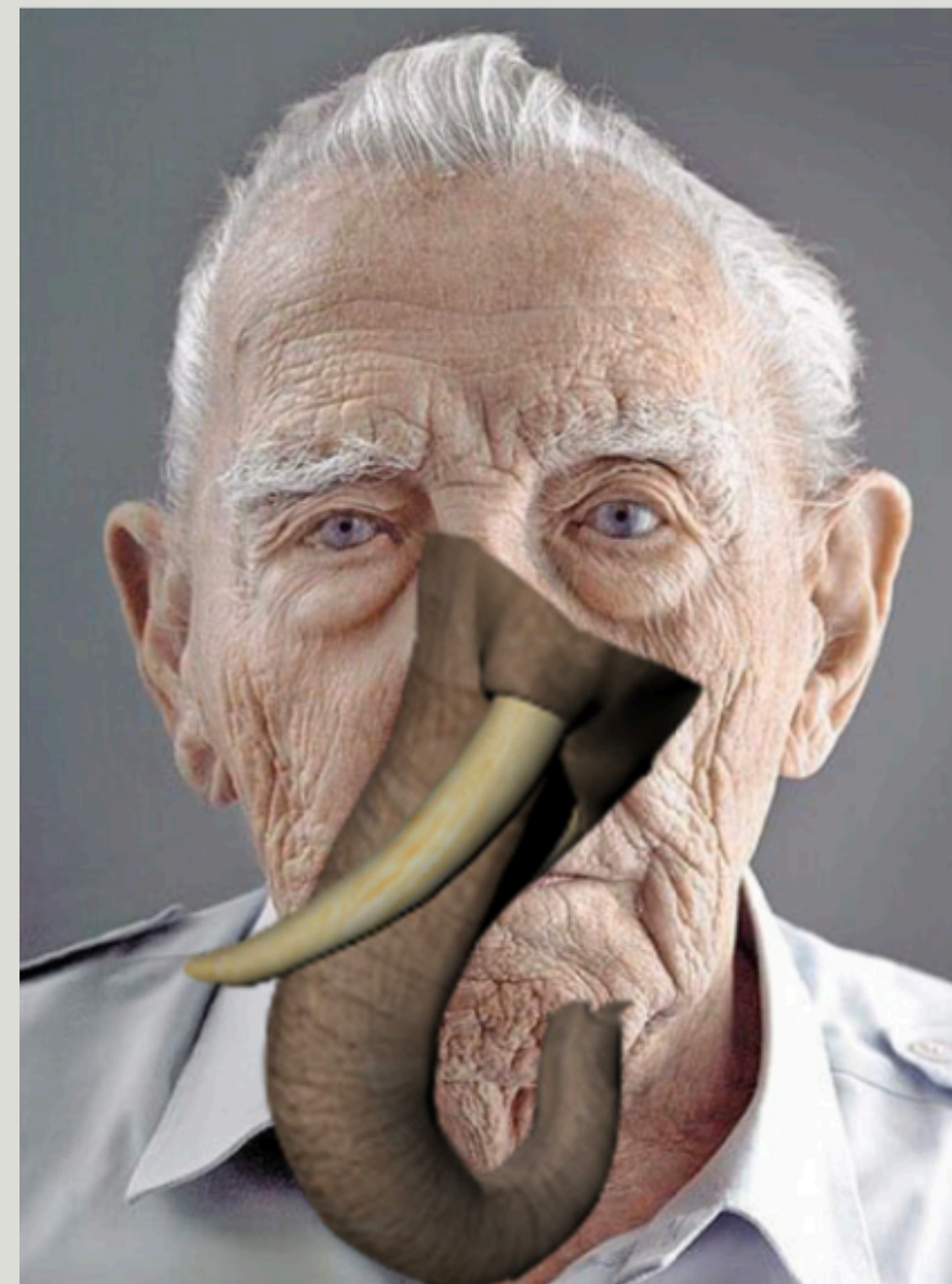
For many years, I have been involved as an external expert for the graduations on different kind of disciplines at Willem De Kooning Academy. These assignments offer me the possibility to give something back, support talent and also to reflect on my visions and truth and to connect and understand the new generation of professionals.

This month, one of the graduates was Yasheng Zhang, Minor Next Design Lab, Major Graphic Design. Of course with her permission, I am happy to share her project 'Alnose. Just Breathe' in my report, as it is such an inspiring example of where reflection and wearable tech come together.

Yasheng researched a speculative design idea, as she realized that COVID19 made us re think and reflect on what was always so common and without thinking to us: 'our breathing'. It made her think "Can we have a more powerful nose? What kind of functions does this nose have and what does it look like? How can humans evolve their breathing system by learning from nature and other creatures to face a possible breath problem in the future? "

Her final prototype was an origami based nose, inspired on the functions of an elephant trump and the nerve system of a jelly fish. it's not designed to solve the problem by a solution but to provoke thinking. So what do you think?

**Can we have a more powerful nose?**



The Alnose prototype by designer Yasheng Zhang



# Sustainability





# Sustainability

## Six sustainable fashion innovations made in Amsterdam that are shaping the industry

IAMSTERDAM Business published a list of forward-thinking designers and innovators who have long been striving to disrupt the industry status quo and change it from within. Here are some of those city-founded trend-setters.

1. **DyeCoo** has pioneered the world's first water-free and process chemical-free dyeing technology, using reclaimed carbon dioxide. The company, situated in the Amsterdam Area has already established partnerships with major brands like Nike and IKEA. In 2019 it was recognised by the World Economic Forum as one of the top leaders in circular economy.
2. **The Fabricant** has moved fashion into the digital realm, designing apparel that no longer needs a physical manifestation at all. Its photo-real 3D designs can be used in digital fashion editorials and social media. This eliminates the
3. **Wieland Textiles** recycles about 9 million kilos of discarded textiles each year and closes the loop by upcycling these fibres as renewable clothes and materials for new products. It does this with the help of Fibersort, a newly developed tech that scans and sorts garments.
4. **BYBORRE** believes 80% of the environmental footprint of textile is set in stone during the design process. Therefore, its textile innovation studio helps designers create custom sustainable fabrics, all while putting their own stamp on things. It's an innovation the likes of Adidas, BMW and Natuzzi have embraced.
5. Rather than selling its sustainable jeans, **MUD Jeans** loans them for a fixed period, after which the wearer can decide whether to keep them or send them back to be made into vintage models, leaving no waste and using 92% less water than an average pair. In fact, Amsterdam is a frontrunner in eco-friendly denim.

need for wasteful sample collections, and can cut lead times for digital ad campaigns.

6. The duo behind sustainable raincoat brand **Maium** believe "fashion and innovation doesn't have to cost the earth". They use recycled plastic bottles to make stylish, functional raincoats that make commuting in Amsterdam a breeze, whatever the weather. Their goal in 2021 is to recycle more than 1,000,000 plastic bottles into their raincoats, without toxic substances and under safe and fair conditions.

[Read more about this subject.](#)





# Sustainability

## The Human Library

Last month, an article on LinkedIn catches my eye and attention: The launch of the Human Library in the Netherlands. An initiative that warms my heart and when you value reflection and are open to learn from others, this is a platform and community you just want to join. The subject could have also fitted in the Human Resource section of this report, but I chose to put it here, as I do feel that 'sustainability' is not only about products or processes, but developing respectful mindsets and relationships for human kind.

In the Human Library you don't read books, you read people. Interesting people, whom you don't often meet in everyday life. Does what we think about people on the basis of the outside correspond to reality? A refugee, a hooligan, an ex-criminal, a transgender, a homeless person and a teenage mother are ready to tell you their life story. In an open conversation in which everything can be asked and discussed.

Do you dare to meet your 'prejudice'? The Human Library is a proven concept of Danish origin that brings people together in order to explore and counter prejudice. Just like in an ordinary library, where books give access to unknown worlds, the Human Library also offers visitors the opportunity to step into the experience of another person. In a very simple way: by having an open conversation with each other



**In the Human Library you don't read books, you read people.**

## Interesting brands

Purpose-led brands attract customers, fulfill employees, and outperform competitors. Purpose is the driving force of a thriving business, and sustainable innovation separates leaders from the pack. Here's Isrid's pick of brands to watch.

## New Optimist



New Optimist sells sweaters, T-shirts and trousers with unique details, such as angled seams and double hood strings. Not only in design, but also in production, New Optimist does things differently than most fashion brands. Instead of producing far

from home and working with long and complex supply chains, the New Optimist team, led by Slager and his business partner Nelleke Wegdam, does almost everything themselves - and within the country's borders. Designing, cutting, sewing, ironing, washing... Only the fabrics, circular cotton made from recycled fibers, are produced elsewhere. You can find the store at Bilderdijkstraat 113, Amsterdam.



# Sustainability

## Bootcut Boys



Hyper local ( Amsterdam ), hyper exclusive ( sales only via the community ) This Gen Z denim brand is started by James Bergwijn and Adam Schaap, still studying at the Amsterdam Denim School. Out of their atelier in Amsterdam North they themselves cut and sew their raw denim genderless pants.

[Follow Bootcut Boys on Instagram](#)

## Envelope 1976



Photo: Ole Martin Halvorsen / Courtesy of Envelope 1976

A cleaned-up and pared-down look that whispers rather than shouts. That's just what the emerging Oslo label Envelope 1976 delivers in a very personal way. The brand was cofounded with a

focus on responsible fashion by creative director Celine Aagaard, an editor, stylist, and sometime influencer, and Pia Nordskaug, CEO of Ecologic. Made from natural and biodegradable materials, the clothes are designed to be wardrobe workhorses, combining form and function. A hand-knit sweater has sleeves that button on and off, and Aagaard is increasingly focused on genderless designs.

[Follow Envelope 1976 on Instagram](#)

## 1/Off

1/OFF is a label rooted in the upcycling movement. Celebrating the legacy of fashion's most famous designers, the brand transforms high-end vintage pieces into contemporary, disruptive designs. (Re)made by hand by a talented team of couturiers in their ateliers in Amsterdam. Each creation is one of a kind, sourced and curated from all around the world.



Above a picture of myself, dressed in one of the 1/OFF bestsellers. It has been imagined to bring some versatility to the classic design of the Men's Blazer.

[Follow 1/Off on Instagram](#)



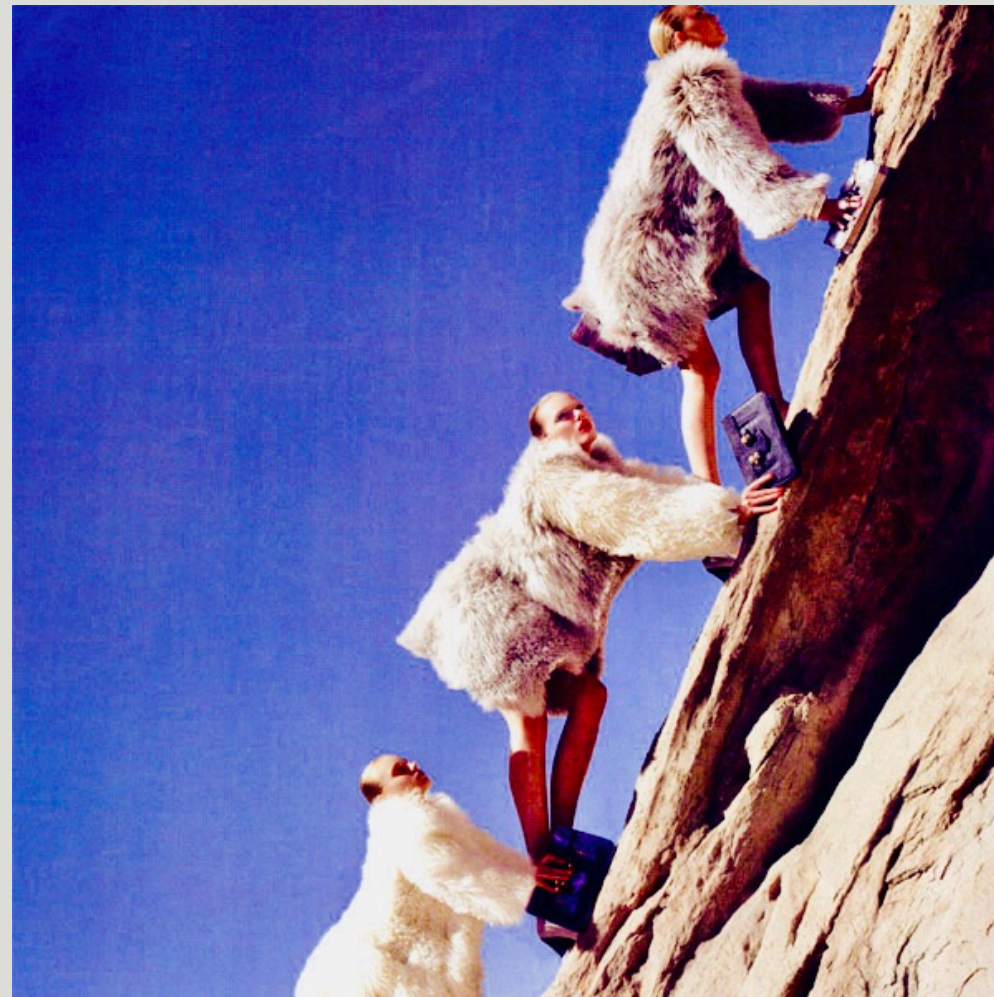
# Talent & Human Resources





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**Companies with more women at the top fared better during the pandemic**



In July, an [article on fortune.com](#) several surveys and studies were researched to find that there's a strong correlation between board diversity and revenue growth during the pandemic. Companies where women held more than 30% of board seats outperformed their peers in 11 of 15 sectors. Meanwhile, those with zero women on their executive committees saw profits drop by almost 18%.

## Distributed Talent Management

The old idea of centralized command and control is long gone. We now inhabit a world of empowered, autonomous individuals who can take responsibility for themselves. Welcome to distributed talent management. Distributed Talent Management is about bringing value to the employees by distributing the ownership of some HR process to managers and team members.

In traditional HR programs, decisions and communication are top-down. HR usually communicates with managers and then with the employees. In that communication flow, a lot of information is lost. The current crisis has accelerated the adoption of new ways of work, teams and organizations are more agile than ever before and people are tired of meaningless corporate administration. Everything is aligned for HR to move towards a more strategic approach that brings value to employees and managers. All trends point out that talent management will be distributed between HR, managers and individuals.

## This is Distributed Talent Management

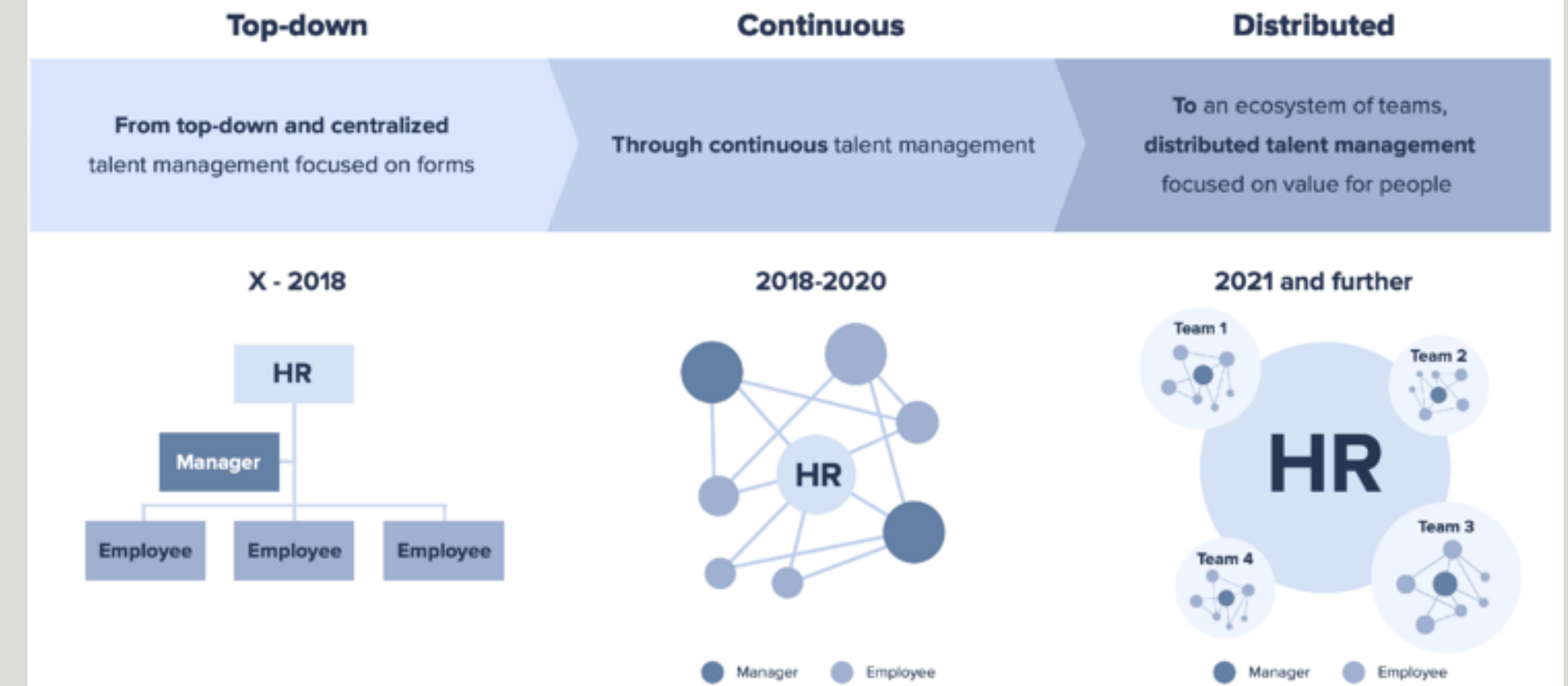


Image by Unit4

**The old idea of centralized command and control is long gone. People are tired of meaningless corporate administration.**



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## Enter adaptability quotient (AQ), the way of the future

Step aside IQ and EQ, there's a new quotient in town. For years, it's been believed that one's intelligence quotient (IQ) is the sole predictor of one's success in life, but it turns out this couldn't be further from the truth. In fact, according to many studies, featured in an article by [unicornlabs](#) beyond the first two years of the job IQ isn't a predictor of success. After years of similar findings, IQ was all but thrown out the window and quickly replaced by the new and improved quotient, emotional intelligence (EQ). EQ is defined as a person's ability to understand people and work cooperatively with others.

While IQ and EQ are still important factors of employee growth, they don't act as an accurate indicator of overall performance—especially in today's exponential economy. As technology continues to redefine the way we work faster than we could ever imagine, the skills we need to succeed in today's job market continue to evolve at an equally accelerated rate. In this fast paced world it's no longer enough to assume that the professional skills that you learn at the beginning of your career will last you well throughout your entire career. As a result, our AQ will soon become a primary predictor of career success and that's why we need to start talking about it NOW.

### Why adaptability matters in your team.

Having an adaptable team is a key identifying factor in having an overall high performing team because of their increased capabilities and improved team culture. Teams that are able to change to the environmental demands of the market are better able to leverage their business ahead of the competition. Teams with greater adaptability know that they can rely on each other despite any unforeseen circumstance and this gives them a greater sense of trust and psychological safety.

### Why adaptability matters in leadership.

You can't have an adaptable team without first being an adaptable leader. In fact, it has been shown that leaders with higher adaptability quotients also have teams with higher overall AQ. This is because people have a tendency to repeat the same behaviours that they observe. When you act as an adaptable leader you not only set a good example for the rest of your team, but you're better able to coach them in their own individual journeys of adaptability.

## THE ADAPTABILITY LAYERS

### THE ORGANIZATION



Adaptable Startups organize capabilities away from deep hierarchy towards a network of multidisciplinary teams.

### THE TEAM



Adaptable Startups enable high performing teams by working in connection under an adaptable culture.

### THE LEADER



Leaders work inclusively with their team to unlock their full skill sets.

### THE INDIVIDUAL



Employee resilience is increased through adaptive talent programs that enable people to grow, learn, and develop their skills.

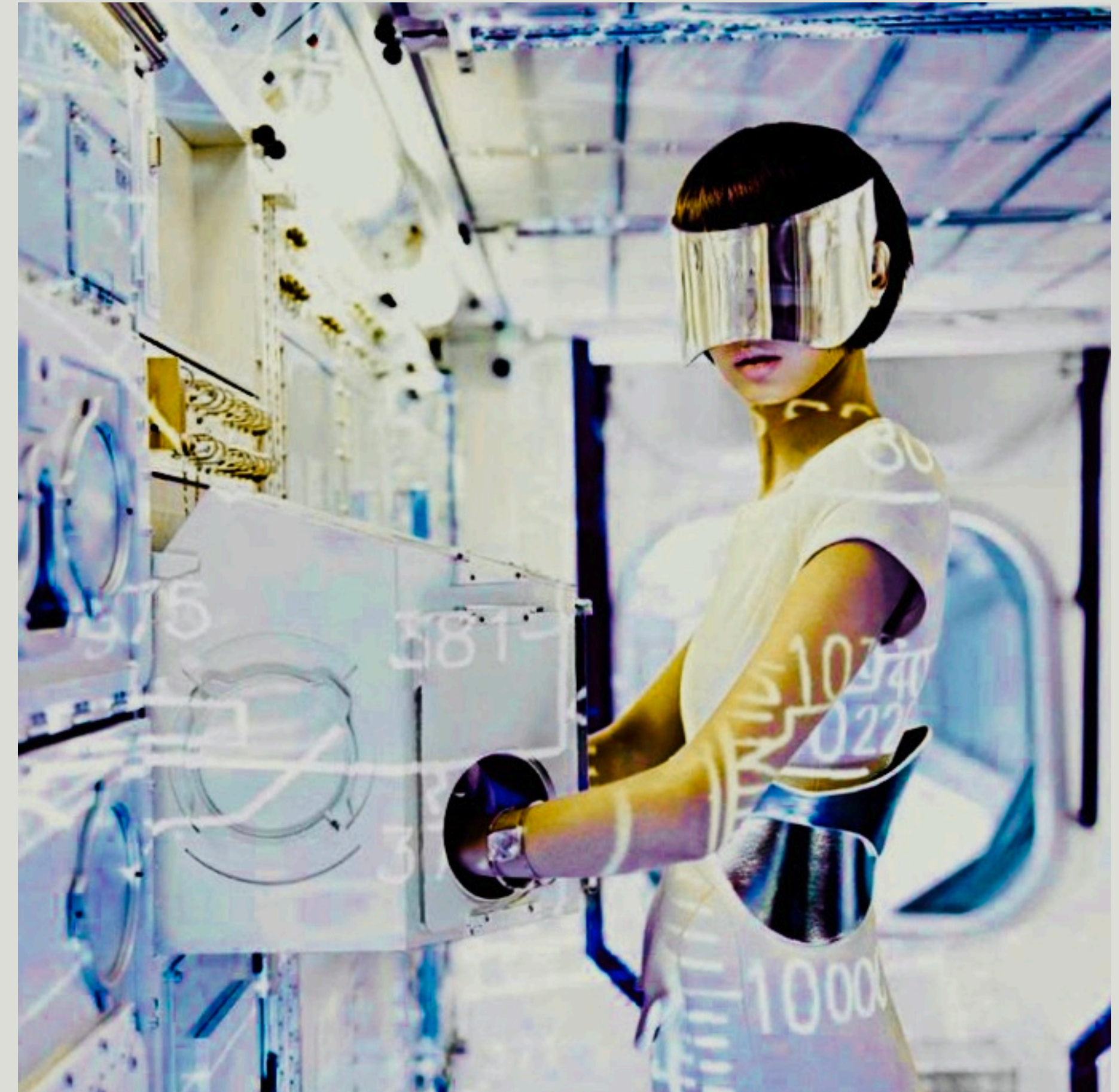
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# Get in touch

## Who is Isrid? And what can she do for you?

Isrid is a trendwatcher, talent developer and global talent finder specialized in the fashion and luxury business, also providing a series of courses and master classes to raise the bar in the industry.

[Isrid would love to meet you](#)

## Know better, do better.

What's happening now in the fashion and luxury business? How to develop a next fashion career strategy? Isrid provides a range of courses and programs to raise the bar in the industry and to keep you ahead of the trends, rather than following them.

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