

# Fashion & Luxury Intelligence Report

Isrid





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# Fashion & Luxury Industry Outlook





# Fashion & luxury industry outlook

## Relationships are the true currency.

For the fashion industry, 2020 was the year in which everything changed. As the coronavirus pandemic sent shockwaves around the world, the industry suffered its worst year on record with almost three quarters of listed companies losing money. Consumer behaviour shifted and supply chains were disrupted. Given this extreme situation, there is no simple, standardized playbook for the coming year. Instead, fashion companies must tailor their strategies to fit their individual priorities, market exposure and capabilities. There is an imperative for leaders to act decisively to prepare for the next normal.

## Digital is seen by a third of executives as a silver lining that presents the biggest opportunity in 2021

The primary driver of growth in the coming year will continue to be digital channels, reflecting the

fact that people in many countries remain reluctant to gather in crowded environments. The digital opportunity in e-commerce as well as in the digitization of business processes and operations is the most cited opportunity by far, as stated in the McKinsey Global Fashion Index.

Sustainability follows in second place, with 1 out of 10 executives citing it as an area of growth, underscoring the mindset shift towards sustainability that has begun to take place over the last few years. Optimism about digital and sustainability reflects the widely held view that, despite the disruption of the pandemic, these trends will accelerate and, in turn, lead to a reset of the fashion industry. What is clear is that the fashion industry, like many other sectors, will certainly exit this crisis in a very different form than that in which it entered.

To line up with this outlook and acceleration, a good start for a new chapter and action plan might be to follow the 10 themes that will come to define 2021 according to The State of Fashion 2021 report issued by McKinsey and BOF. Each theme highlights a major disruption sparked by the pandemic. In order to cross the bridge into fashion's new world, executives should own a dedicated and fast future forward mindset, as each theme offers an urgent imperative for the year ahead. Please check the next page for an overview of these 10 themes. Apart from the

'Digital Sprint' theme, which is obviously one of the focus areas of Isrid, I would like to highlight the importance of 'Deeper partnerships' and 'Work revolution' as they touch the important human and emotional side of business and growth.

## We should move away from transactional relationships in favour of deeper partnerships that bring greater agility and accountability

For years, there have been calls for closer partnerships between brands and suppliers. However, progress has been frustratingly slow, evidenced by the fact that before Covid-19 the prevailing relationship between fashion companies and suppliers was transactional in nature and short-term in scope. The voice of suppliers is getting louder, reaching consumers globally. Many suppliers are demanding a relationship based on mutual respect, fairer treatment, a reasonable share of value and better adherence to contracts. This was also the key take-away a summary of the online seminar 'The

future of sourcing' that was organized by Modint on January 21st.


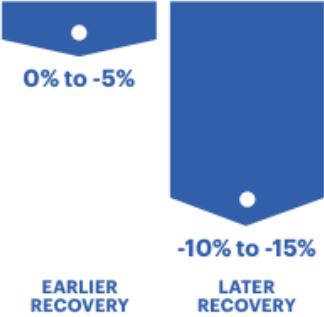










Picture by Daily Paper



# Fashion & luxury industry outlook

The 10 themes that will come to define 2021

Global economy		Consumer Shifts			Fashion system				
01. <b>Living with the Virus</b>	02. <b>Diminished Demand</b>	03. <b>Digital Sprint</b>	04. <b>Seeking Justice</b>	05. <b>Travel Interrupted</b>	06. <b>Less is More</b>	07. <b>Opportunistic Investment</b>	08. <b>Deeper Partnerships</b>	09. <b>Retail ROI</b>	10. <b>Work Revolution</b>
<p>The Covid-19 crisis has impacted the lives and livelihoods of millions of people, while disrupting international trade, travel, the economy and consumer behaviour. To continue to manage unprecedented levels of uncertainty in the year ahead, companies should rewire their operating models to enable flexibility and faster decision-making, and balance speed against discipline in the pursuit of innovation.</p>	<p>Following the deepest recession in decades, the global economy is expected to partially recover next year but economic growth will remain diminished relative to pre-pandemic levels. Since demand for fashion is also unlikely to bounce back due to restrained spending power amid unemployment and rising inequality, companies should seize new opportunities and double down on outperforming categories, channels and territories.</p>	<p>Digital adoption has soared during the pandemic, with many brands finally going online and enthusiasts embracing digital innovations like livestreaming, customer service video chat and social shopping. As online penetration accelerates and shoppers demand ever-more sophisticated digital interactions, fashion players must optimise the online experience and channel mix while finding persuasive ways to integrate the human touch.</p>	<p>With garment workers, sales assistants and other lower-paid workers operating at the sharp end of the crisis, consumers have become more aware of the plight of vulnerable employees in the fashion value chain. As momentum for change builds alongside campaigns to end exploitation, consumers will expect companies to offer more dignity, security and justice to workers throughout the global industry.</p>	<p>The travel retail sector remains severely disrupted and destination shopping suffered throughout 2020. With international tourism expected to remain subdued next year and shoppers experiencing further interruptions to travel, companies will need to engage better with local consumers, make strategic investments in markets witnessing a stronger recovery and unlock new opportunities to keep customers shopping.</p>	<p>After demonstrating that more products and collections do not necessarily yield better financial results, Covid-19 highlighted the need for a shift in the profitability mindset. Companies need to reduce complexity and find ways to increase full-price sell-through to reduce inventory levels by taking a demand-focused approach to their assortment strategy, while boosting flexible in-season reactivity for both new products and replenishment.</p>	<p>Performance polarisation in the fashion industry accelerated during the pandemic as the gap widened between the best-performing companies and the rest. With some players already bankrupt and others kept afloat by government subsidies, we expect M&amp;A activity to increase as companies manoeuvre to take market share, unlock new opportunities and expand capabilities.</p>	<p>By exposing the vulnerability of procurement partners, the weakness of contracts and the risks of a concentrated supplier footprint, the crisis accelerated many of the changes that companies were already making to rebalance their supply chain. To mitigate future ruptures, fashion players should move away from transactional relationships in favour of deeper partnerships that bring greater agility and accountability.</p>	<p>Physical retail has been in a downward spiral for years and the number of permanent store closures will continue to rise in the post-pandemic period, compelling fashion players to rethink their retail footprints. Amplified by a potential power shift from landlords to retailers and the need to seamlessly embed digital, companies will need to make tough choices to improve ROI at store level.</p>	<p>Prompted by fundamental changes in the way companies worked during the pandemic and the need to drive performance in the years to come, an enduring new model for work is likely to emerge. Companies should therefore refine their blends of remote and on-premises work, invest in reskilling talent and instil a greater sense of shared purpose and belonging for employees who continue to reconsider their own priorities.</p>
 <p><b>45%</b></p>	 <p>0% to -5% -10% to -15%</p>	 <p><b>20%</b></p>	 <p><b>55%</b></p>	 <p><b>~2-3</b></p>	 <p><b>58%</b></p>	 <p><b>45%</b></p>	 <p><b>35%</b></p>	 <p><b>~1/2</b></p>	 <p><b>89%</b></p>
<p>Covid-19 and the economic crisis is the top challenge for 2021 for 45% of fashion executives and stakeholders surveyed</p>	<p>Global fashion sales in 2021 could be below 2019 levels by as much as 15 percent</p>	<p>71% of fashion executives expect their online business to grow by 20% or more in 2021</p>	<p>55% of consumers expect fashion brands to care for the health of employees in times of crisis</p>	<p>66% of fashion executives expect travel retail sales to recover their former growth levels only within 2 or 3 years</p>	<p>58% of fashion executives consider assortment planning to be a key area for data and analytics in 2021</p>	<p>45% of fashion executives expect market share redistribution to be a top theme in 2021</p>	<p>35% of fashion executives expect resilience and partnerships in the supply chain to be a top theme in 2021</p>	<p>Approximately half of European consumers have shopped less in physical stores since lockdowns started</p>	<p>89% of fashion executives expect a hybrid model of working to be part of the new normal</p>



# Fashion & luxury industry outlook

## The fashion and luxury sector has embraced digital and moves ever-closer to the consumer

In an ultra-tough market, a strong connection with customers has become essential for survival. Customer-led businesses that have built strong digital engagement with their audiences hold all the cards. Social media platforms, once cluttered with advertisements for products, are now giving way to online conversations, styling games, drawing challenges, cooking tutorials and fitness classes — anything to make followers feel like they're part of a community.

Vogue Business published a review in December 2020 that states there has been a big psychological shift. The result is an increased use of incentives, loyalty and advocacy. Brands are building up engagement strategies to access individuals and incentivize them to shop with them over longer periods of time as opposed to a specific moment. In this article, Rod Manley, chief marketing officer at Burberry says "In the past, there was a sense in the industry that digital was not luxury, but it is now an ingrained customer behaviour, and it is a way for brands to connect with audiences and express creativity. He advises

to engage with new platforms like Twitch ( *Streaming channel for gaming, more about that in the Fashion Tech Trends chapter of this report* ) Twitch offers "an interactive experience" for guests to connect with your brand and with each other.

## Home is the new playground.

With creative studios closed and social distancing requirements in place, it has been increasingly difficult for fashion brands to create quality content using traditional methods. An inspiration that embraces and works with this situation is how Zara and Entireworld have used images shot at home by models and influencers for their marketing campaigns and e-commerce sites, The images were shot entirely via FaceTime. See an example of this in the picture on this page by Ganni's marketing initiative #GanniWFH

Reaching out to consumers at home adds a rare sense of authenticity. To see models or people in a neutral state, or behind the lights instead of in front of them, is a refreshing way to reposition the brand in a more attainable way. Our homes are our new world for the near future. Today, our private spaces are now our places of work, classrooms, Zoom socializing spaces and virtual nightclubs. With this new public exposure, they have become a competitive landscape and creative playground for brands.



Image by Ganni #GanniWFH



# Fashion & luxury industry outlook

## The human touch to talent and recruitment.

Not only in the sourcing and production supply chain we should seek for deeper and more committed relationships. Also digitalization should have a human and mind-set focus. Digital transformation is mainly the process of the people in these organizations coming to use the opportunities and possibilities of increasing digitization to make the step towards a (more) digitally oriented and agile organization, where the customer is central stands throughout the entire customer journey. Last but not least, certainly in the Fashion and Luxury industry, recruiters need to be community managers and orchestrators of eco-systems. They need to move from a transactional 'fee for filling a role' to a 'relationship first' approach. For companies wanting to follow up on the 'Deeper partnership' theme, it would be next level to choose a recruitment partner that is looking at 'revenue' in a different way, who is contributing to and interacting with that exact same community you want to be connected with as a company.

Need help with strategizing your future roadmap?

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# Business strategy





# Business strategy

## Organizing for the future.

A recent article by McKinsey on '[Organizing for the future](#)' said that however no organization has yet cracked the code, the experimentation underway suggests that future-ready companies share three characteristics: they know who they are and what they stand for; they operate with a fixation on speed and simplicity; and they grow by scaling up their ability to learn, innovate, and seek good ideas regardless of their origin.

**To better organize for the future, leaders should embrace imperatives that collectively explain “who we are” as an organization, “how we operate,” and “how we grow”**

In my work as a recruiter and strategic mindset coach, I have seen many organization charts and these are actually a good example of how out-dated most management concepts are. Most

charts visualize coordination, hierarchy, a matrixed organization. The takeaway? We shouldn't expect these old models to be fit for purpose in today's environment. They are mechanistic by design, built to solve for uniformity, bureaucracy, and control—goals that *undercut* what companies now prioritize: creativity, speed, and accountability. This is why, when I execute mindset and growth sessions for my clients, I show them their organization chart, in which mostly people with the same role ( designers, buyers, accountmanagers ) are grouped together under one manager. Also in most of our headquarters we create offices dedicated to a certain discipline.

Then alongside this traditional chart, I show an example of one who would involve people and stimulates working and growing together, in agile teams. ( Shown in Exhibit 1 ) Because the answer for change isn't to modify the old models but to replace them with something radically better. To define “radically better” for organizations, a team of McKinsey's Organization Practice embarked on a research effort in 2018 to understand how companies could successfully organize for the future. This work identified nine imperatives, highlighted in Exhibit 2 on the following page, that they believe separate future-ready organizations from the pack. This model, in my opinion, offers a great grid to start working on your strategic growth plan.

## Exhibit 1. Organization charts

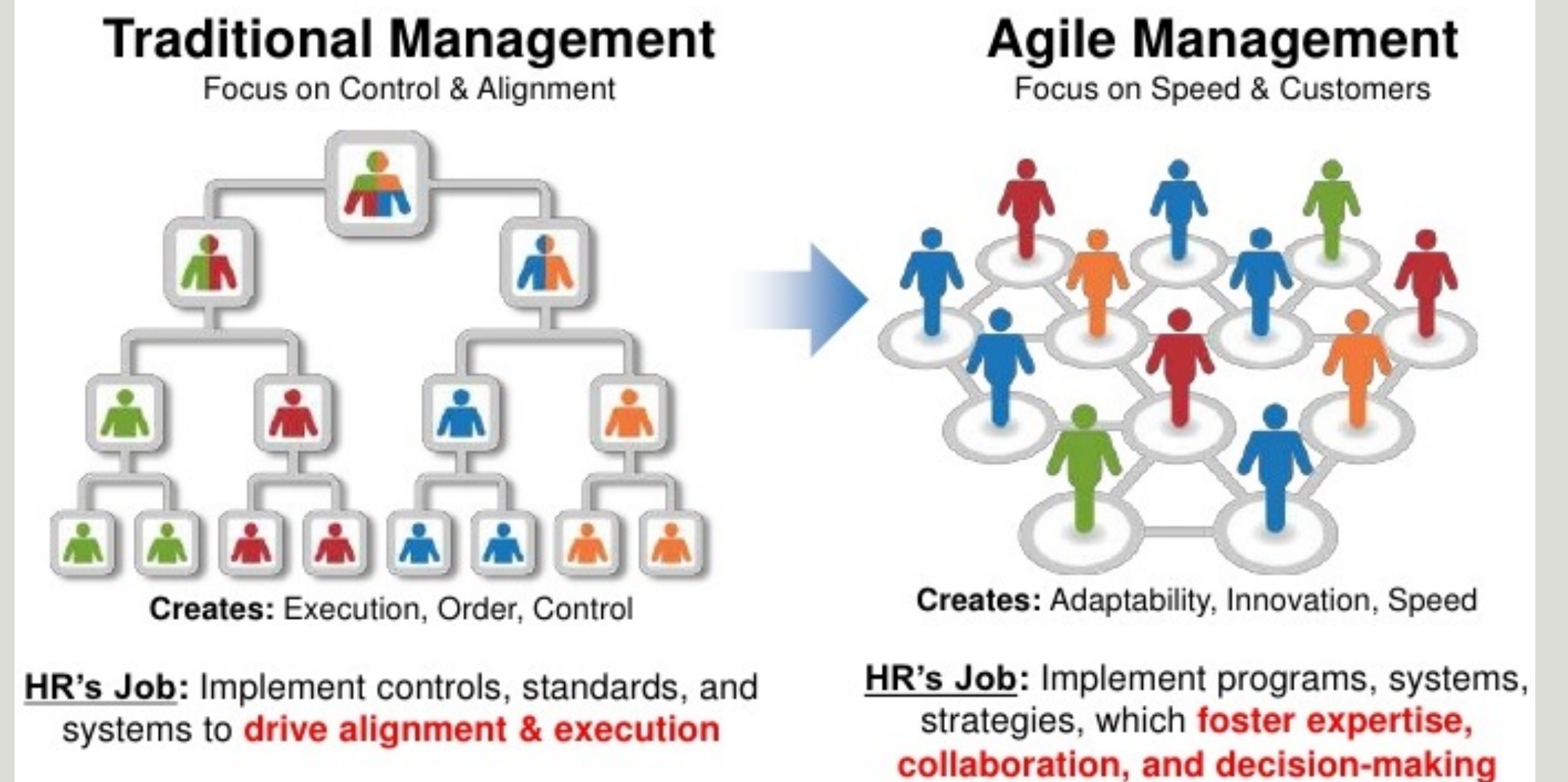


Image by LinkedIn



# Business strategy

The pressure to change had been building for years. What many leaders feared, and the pandemic confirms, is that their companies were organized for a world that is disappearing—an era of standardization and predictability that’s being overwritten by four big trends:

1. A combination of heightened connectivity
2. Lower transaction costs
3. Unprecedented automation
4. Shifting demographics

## In the midst of every crisis lies great opportunity

As organizations move from a mindset of *coping* to one of *competing*, the best companies will seize the unique unfreezing opportunity before them to imagine—and create—new systems and modes of organization that are more flexible, integrated, resilient, and ultimately, more human. These organizations will view themselves as interconnected systems that seek to constantly experiment, fail, learn, grow—and start the process anew when the world invariably changes again.

## Adopt a new eco system.

The underlying recognition that top companies embrace (and that laggards struggle to accept) is that the sources of value will be constantly changing—in ways that can’t be tapped solely by a company’s traditional, core business.

The old thinking was all about gaining leverage and controlling the supply chain. Increasingly, however, value is created through networks where partners share data, code, and skills; where communities of businesses create value and anti-fragility together. If you want to build a sustainable growth engine for your company, you need to create the right conditions for the best ideas to get picked up. For the fashion and luxury industry, this ecosystem approach to innovation, leveraging talent both inside and outside of the company, is the best way to respond to a competitive, ever-changing environment and to push sustainable models further.

Read more on this subject in the article: [“Why the Fashion and Luxury industry needs an ecosystem thinking”](#).

## Exhibit 2. The nine organization imperatives

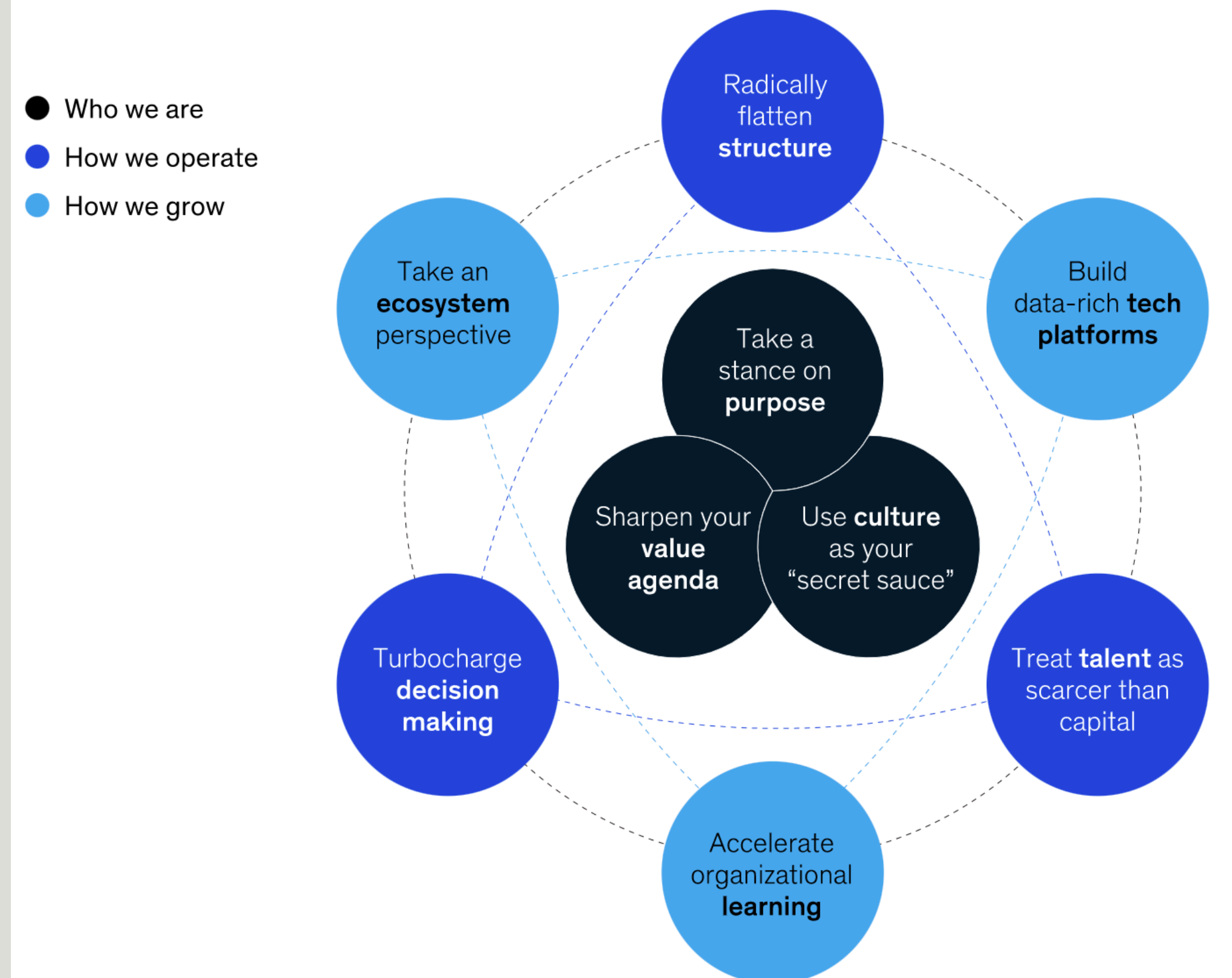


Image by McKinsey



# Retail Commerce





# Retail Commerce

## Red Alert.

The entire industry is now on red alert. Significant weaknesses are appearing in the foundation of the industry: the lack of digitalization and outdated technological processes are leaving brands completely exposed. So now what? It's clear that standard operating procedures in retail have evolved, and will continue to do so. Now is the time to reset, pivot, and think big to transform your business operations to match the new digital expectations that have emerged. As digital takes the centre stage, retailers will have to find new ways to engage and retain customers or risk becoming irrelevant.

## Retail brands must move beyond omnichannel to being omnipresent

So, with digital transformation firmly on the agenda for the sector, what three digital trends do we expect to see accelerate in 2021?

## Three mayor trends for 2021.

### 1. E-commerce becomes the shopping standard.

The biggest and most visible disruption to retail of the past fifteen years has been the continued rise of online shopping. Retailers must envision e-commerce as part of a holistic commercial offering. The goal is to design a shopping experience that increases your number of touch points while complementing the in-store experience. Too many retailers have made the mistake of trying to roll out a new platform without strategically thinking about the overall customer proposition.

### 2. Digital will reboot brand loyalty

With customers eager to try other brands and stores, this is a once-in-a-generation chance for re. So how can retail brands go about this? By catering to the younger generations, such as Millennials and Gen Z, that are pushing the boundaries of digital. These digital-native generations have increasingly large spending power and love to engage with the world through social channels. The retail brands of tomorrow can only win if they are present and cater to these younger customers across a wide variety of platforms and offer personalised experiences.

### 3. Scalable tech solutions for a quicker time to market

To be able to excel in today's marketplace, companies should adopt scalable digital technologies. Monolithic architecture is a thing of the past; we're now in a headless future. From commerce to content management, headless tech is enabling IT and marketing teams to deliver the digital experiences their business needs and their customers want, across multiple channels, quickly and easily.

### Headless CMS explained





# Retail Commerce

## Personalization.

Advances in technology, data, and analytics will soon allow marketers to create much more personal and “human” experiences across moments, channels, and buying stages. Physical spaces will be reconceived, and customer journeys will be supported far beyond a brand’s front door.

**80% of consumers say they will choose and spend more with brands that offer a great personalized experience**

Positioning businesses to win requires understanding the three main shifts in personalization and building up the necessary skills and capabilities to respond to them.

## Three major shifts will make personalization more personal

### 1. Physical spaces will be ‘digitized’

A survey by McKinsey suggests that “offline” person-to-person experiences will be the next horizon for personalization. Some 44 percent of CMOs say that frontline employees will rely on insights from advanced analytics to provide a personalized offering; 40 percent say that personal shoppers will use AI-enabled tools to improve service; and 37 percent say that facial recognition, location recognition, and biometric sensors will become more widely used. Example: Macy’s, Starbucks, and Sephora are using GPS technology and company apps to trigger relevant in-app offers when customers near a store. Other retailers have begun to provide sales associates with apps that generate personalized product recommendations for specific customers automatically.

### 2. Empathy will scale

Empathy—the ability to relate to and understand another person’s emotions—is the basis of strong relationships. Understanding social cues and adapting to them is how people build trust. That’s not easy to do digitally

or at scale. Machine learning is changing that, or at least getting much better at reading and reacting to emotional cues. More sophisticated algorithms are allowing programs to interpret new kinds of data (visual, auditory) and extrapolate emotions much more effectively than in the past.

### 3. Brands will use ecosystems to personalize journeys end-to-end

Different providers jointly own the customer experience. A mall operator, retail store, and brand product, for instance, all contribute to a shopper’s buying experience. But each sees and affects only a portion of the total buying experience. Creating connections between those points represents a big opportunity in the next level of personalization, as expanding partner ecosystems allow brands to provide more seamless and consistent consumer experiences across all stages of their decision journeys.

Read more on [The future of personalization and how to get ready for it](#).





# Fashion - Tech

## Trendy





# Fashion - Tech Trendy

## Here we holo.



Via a holographic display in life-size format you make a la minute contact at any desired location. Even if these are miles apart! HEREweHOLO offers an innovative holographic experience where you can tell a story with a live connection or pre-recorded images. The HEREweHOLO box can also be used as an interactive touchscreen. The box is therefore multifunctional.

[More about Here we Holo.](#)

## V-commerce, e-fashion and mixed reality mature.

Virtual spaces, including video games, will ignite competition among luxury players to win over new customers. Experimentation in digital fashion and virtual commerce will extend to bigger players and more commercial capabilities. Look out for potential digital-first launches that test the market and sell both digital and physical goods.

Read more on [V \( Virtual \) Commerce](#)

## V-Commerce is the next digital transformation over E-commerce

In order to connect with the 'game hungry' Gen Z audience, luxury fashion brands have been aching to infiltrate this huge and growing business of world product discovery, fan addiction and spending.

There are three routes in:

1. Either via outfits a.k.a. 'skins' in existing games (see Louis Vuitton and *League of Legends*)
2. Being present or creating the upcoming metaverse \* - *SimCity* style shared virtual landscapes where people can interact with each other and brands. The metaverse (trend) explained on the next page
3. Or purpose-built fashion-meets-gaming platforms.

## Meet ADA: The New Fashion Game.

New platform [ADA](#), by Singaporean-based group [Unmatereality](#), which launched in januari in China, is a mix of routes two and three and plans to raise the stakes on all fronts. ADA is different [to its competitors] because it's a combination of 3D gaming components and engines, and a 2D web-based social media functionality, which is an extremely rare thing. Think of it as an ongoing fantasy-driven platform or narrative, not a single play game.



ADA's virtual replication of a Moncler show piece, as seen in-game.



# Fashion - Tech Trendy

Enter the combination of gaming and luxury fashion: two industries which are usually strongly defined by the gender of their users, targeting completely different personas. However it is clear that in today's digital culture, this mix is absolutely the road to success. You may always considered gamification initiatives in fashion as a minor niche, only attractive for early adopters or Gen Z. Then let's check the facts! By looking at recent data, this is clearly a misconception. Global Consumer Spending in Mobile Apps Reached a Record \$111 Billion in 2020, Up 30% from 2019.

## Next Level Tech Mix Envisions a Neo Social Media.

Umatereality ( Isrid: The founder of Ada ) wants no less than to transform the world of luxury e-commerce via a breed of gamification in which a mix of consumer-creation, social networking, addiction-building gaming mechanics, cinematic level 3D visuals and the small matter of real-time e-commerce connections (making it possible to wish-list or buy items in-game) will transcend most challengers. Many brands have recognized the potential of in game selling. With initiatives like Burberry's online game called B bounce and the peculiar game Gucci Arcade app, inspired by 80s arcade venues.

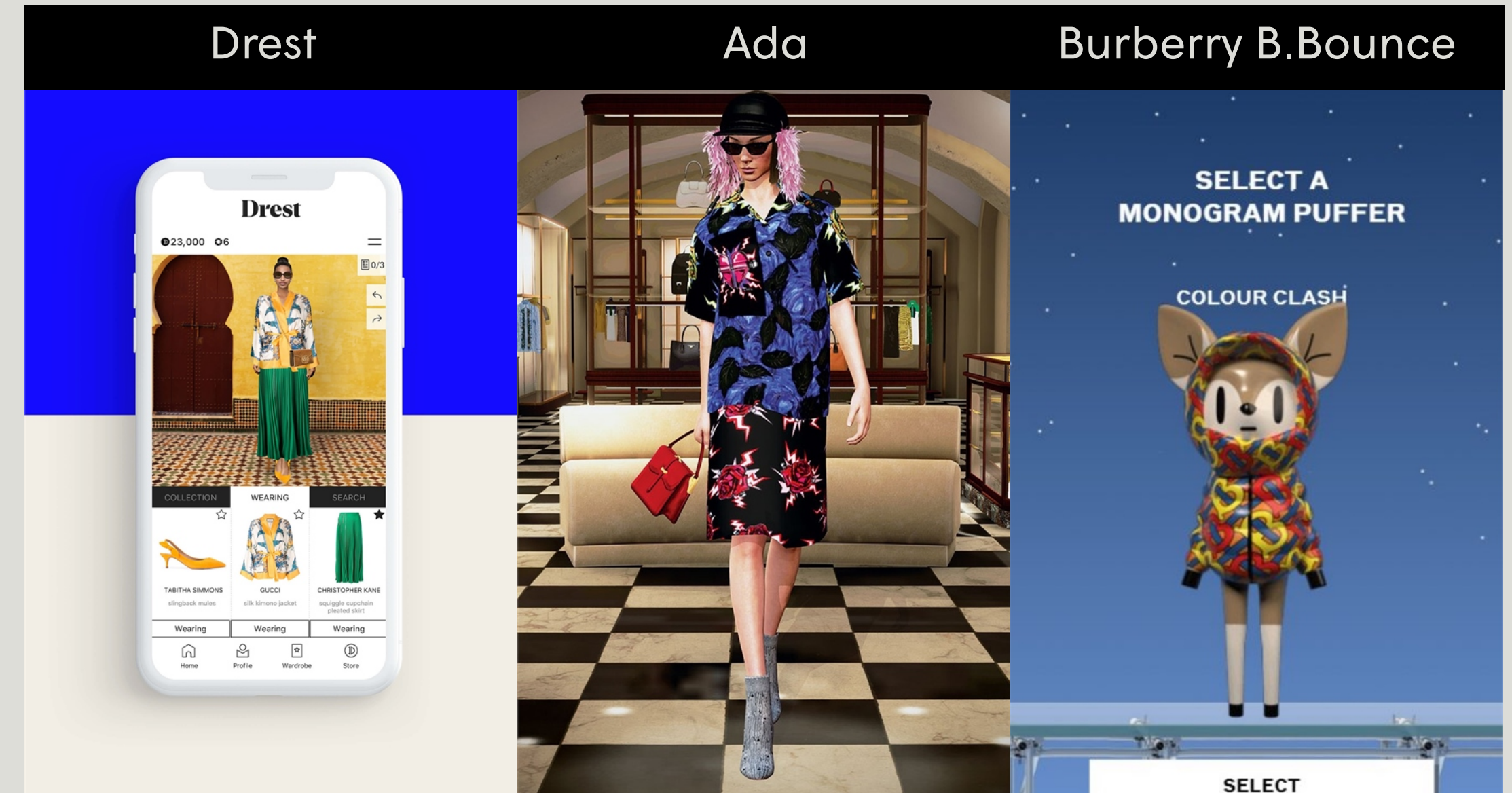
Last year in March, a similar gaming app like Ada, was launched. The name is Drest, an idea by the former editor-in-chief of *Porter & Harper's Bazaar*, Lucy Yeomans. Drest is the world's first interactive game in the luxury market intending to revamp the way Millennials and Gen Z shop for luxury fashion.

In Drest you play a professional stylist, compete in challenges by dressing up human avatars and receive feedback from a digital community. As you play you can and level up your title from wardrobe intern to Nano influencer, also the app features real life designs allowing users through one-click shop from Farfetch. The game is strongly focused on the values it stands for, ambitiously hoping to challenge the fast-fashion industry, by reducing overproduction and making virtual fashion cool. Users will be able to try different colors of a certain object before sending it to production and share virtual outfits on social media.

[More about fashion & gaming](#)

Explained:

**Metaverse:** A collective virtual shared space, created by the convergence of virtually enhanced physical reality and physically persistent virtual space, including the sum of all virtual worlds, augmented reality, and the Internet.



“The consumers of today and tomorrow are going to choose for themselves, creating and designing their own wardrobe” Li Edelkoort



# Fashion - Tech Trendy

## Shoppable video.

Shoppable social videos will mature and expand to include shoppable TV shows on tech platforms including Amazon, Instagram and Snapchat. Retail brands are exploring new content marketing opportunities that combine entertainment with expertise and acquisition according to [Future Laboratory](#) researchers.

In the current economic climate, extracting value from digital strategies should be high priority. Interactive video is emerging as a key tool to achieve this. With the technology now available via platforms like [Vudoo](#), interactive videos can be created in a matter of minutes. This accessibility means the applications for interactive video are suddenly far broader. Retail brands, for instance, can entice buyers with shoppable content featuring in-video links to purchase. Companies can create more compelling comms for internal teams and stakeholders. HR practitioners now have the tools they need to develop more effective video recruitment and onboarding. Online educators have the ability to simultaneously teach and test comprehension with in-video quizzes. And that's just for starters.

**Shoppable video is stated as the nr. 1 marketing trend for 2021**

## Voor Virtual Showrooms.



VOOR's objective is to re-shape the traditional fashion business model by providing brands with virtual merchandising showrooms. Digitizing

technology to cut costs, save time, and further brand sustainability, Voor is the kind of solution that challenges how the fashion industry can be transformed into synchronous, agile, and truly sustainable.

More about [Voor](#).

## Space wear.



Wearable technology has been around for a while. If the fashion industry doesn't keep up, the tech industry will occupy the empty space in the future of clothing. With the rise of commercial space flights, for example, we will need something to wear on the space-ships, right? And who is developing it? [Virgin Galactic](#), the private spaceflight company from Richard Branson, is creating in collaboration with sportswear brand Under Armour, a space wear system for the first space tourism travel in 2020.



# Sustainability





# Sustainability

## Less is more.

The industry has an oversupply problem, which is an environmental problem as well. As stated in [The State of Fashion 2021 report](#) by BOF and McKinsey, due to these and other factors, brands will need to focus on three key priorities in the year ahead: accelerate their shift toward a demand-led model, reduce assortment complexity and address the recalibration of the price-volume equation.

**In 2021, we will see brands applying smarter approaches to assortment, aiming to reduce complexity and realign collection drops with clear consumer opportunities**

Several brands have already taken steps toward basing product development on consumer insights and analytics and, at times, coupling these with made-to-order models. For example Reebok has

tested its designs with consumer votes, making production contingent on votes passing a minimum threshold of demand. Also Nike has leveraged pre-orders and just-in-time production models, in which consumers purchase items before they are produced and receive them several weeks or even months later.

Analytics and artificial intelligence will also gain traction in the product development process as data becomes more available to brands and designers become more skilled at using data. It is clear that there is a movement underway to transform the supply chain. In 2021, we will see brands applying smarter approaches to assortment, aiming to reduce complexity and realign collection drops with clear consumer opportunities. Some brands that have already begun this process include Victoria Beckham, which has said it will cut SKUs by 30 to 40 percent.

## The circular business model.

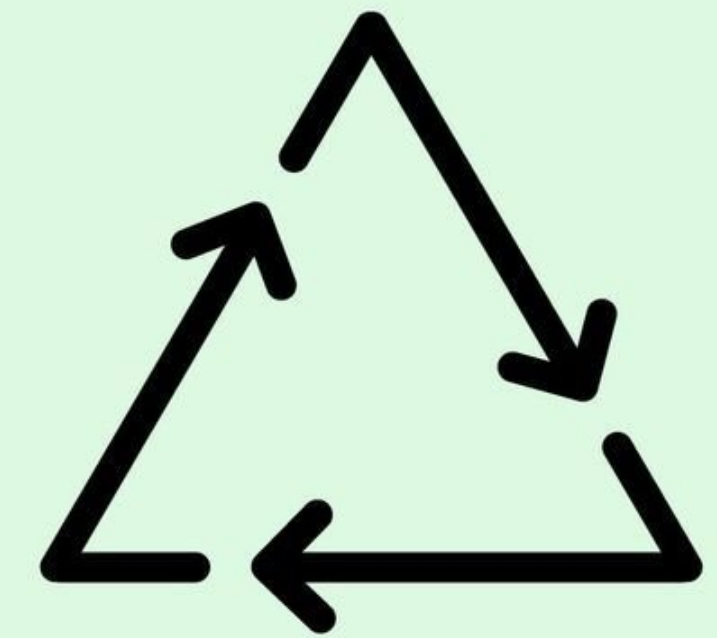
One promising way for fashion to reduce its environmental impact is by scaling circular business models, through which companies employ a range of strategies to reduce waste and make more efficient use of resources.

However, enabling circularity involves a complex web of logistics. Also, for younger consumers born into the sharing economy, adopting circularity is a natural step. However, older consumers may require education and encouragement.

## Circularity is likely to be one of the key business trends of the next decade

Some brands are responding by marketing circular items alongside conventional ranges, for example Patagonia. Zalando and Selfridges, meanwhile, are scaling a range of circular offerings in their core businesses, helping to normalise circularity in the minds of shoppers. A press release dated January 20th announced that Arket has entered into a partnership with Circos and it is therefore possible to rent a large part of children's clothing from Arket through Circos.

Read more about this subject in the article: [“Arket’s coöperation with Amsterdam based Circos”](#)



**95% of discarded clothing can be recycled or upcycled**

#FASHIONREVOLUTION



# Sustainability

## 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.

### Caes



One year after its launch, this Dutch slow fashion brand is already sold at large luxury platforms. Founder and designer Helen de Kluiver worked for

years as head designer for Yaya and she saw a gap in the market when it comes to sustainable fashion with a fashion look. Helen launched her first collection in 2019 and makes clothing sustainable by the fact that it is seasonal in design and in color so you can wear it longer. She works together with Ecovero (Isrid: sustainable viscose), for example, but also with Vegea (Isrid: material with a leather look but made from waste from the wine industry.) In March, Caes will be included in the range of luxury platform Net-a-Porter.

[More about Caes](#)

**There's a lot of anger among young fashion talents about the polluting side of fashion**

## New order of Fashion | NOoF



NOoF ( Isrid: former name Modebelofte ) is an international platform for fashion talent that collaborates with fashion houses and textile manufacturers. Their goal is to stimulate the industry to take a more sustainable path in collaboration with young fashion talent. Last year they organized a fundraising campaign in which about 1,500 kilos of clothing was collected. "We can use it to make six kilometers of new textile", says Harm Rensink, creative director of NOoF. The Danish designer Marie Sloth Rousing then made products with this new fabric. In their new store in Eindhoven, customers donate clothes and thus save on CO2 and water, and if you buy something, you save twice.

[More about NOoF](#)

**Every year on April 22, we celebrate Earth Day**



# Sustainability

## Origin Africa



This ethical, unisex, organic cotton street style brand is funding African NGOs - in fact that's where all their profits go. They are part of The Slow Fashion Movement and mentioned in the top rankings of ethical fashion lists. All of their garments are either 100% organic cotton or made using recycled materials, plus they are printed using PETA-approved vegan dyes.

[More about Origin Africa](#)

Putting people before profits  
and how 'essential' is the way  
forward

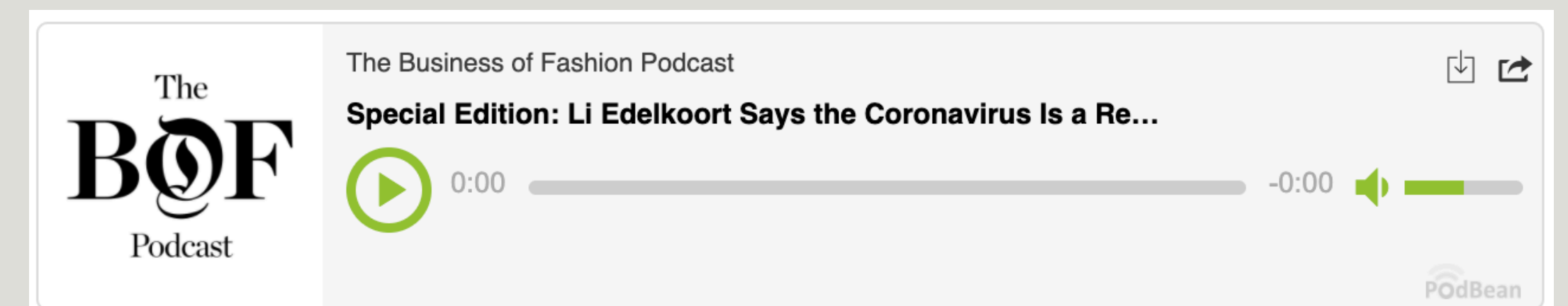


## World Hope Forum

The World Hope Forum is an organization created in spring 2020, during the depth of the pandemic caused by Covid-19 and founded by Lidewij Edelkoort and Philip Fimmano. Main goal is to create a holistic global platform for the exchange and expansion of knowledge, innovation of business practices, resetting of making methods, invention of alternative models, and the rethinking of rituals for selling, sharing and bartering – as other initiatives yet to be discovered.

[More about World Hope Forum](#)

[Podcast](#) Lidewij Edelkoort on how the corona virus brings to light what is so terribly wrong with society. A must hear!





# Talent & Human Resources





# Talent & Human Resources

## Treat talent as scarcer than capital.

The world of work is changing fast. Some jobs are being replaced by automation while others, facilitated by technology platforms, are becoming more globally dispersed. These changes are leading many companies to rethink their talent strategy.

When realizing and acting on the fact that talent is your scarcest resource, then ask yourself these three core questions: What talent do we need? How can we attract it? And how can we manage talent most effectively to deliver on our value agenda? However simple these questions might sound to you, they need a deeper level of awareness and strategic mindset to create a compass for authentic and relevant talent recruitment and development. For answering the first question (What talent do we need?) You need to invest in creating a value agenda. A recent [research](#) found that a substantial amount of value in organizations is linked to as few as 10% of the roles, many of which aren't at senior levels of the company. As a leader you must know what those roles are. If you don't, you may be wasting top talent on roles that can't deliver outside value. Creating an attractive destination for top talent means fostering an inclusive employee experience.

This influences whether employees stay and thrive, which in turn affects the company's bottom line.

## Thirty-nine percent of survey respondents said they have turned down a job because of an organization's perceived lack of inclusion

Companies that support racial/ethnic diversity and gender diversity at the executive level are more likely to have above-average profitability than companies in the bottom quartile. It's researched that brands with more than 30 percent women executives were more likely to outperform companies where this percentage ranged from 10 to 30. Give this a thought!

Read more on this subject:  
["The rise of female thought leadership and the need to develop this within your company."](#)

Finally, future-ready companies see that talent ecosystems often allow for the best management and allocation of top talent. In some cases, companies rely on tech-enabled marketplaces to better match skills to projects. However, from experience I know that, specially with toptalent and senior management candidates, they don't apply directly out of fearing lack of discretion but even more because they just want to be personally informed and invited. Also from a companies view I feel it's of great value to recruit out of pro-active strategy: "With whom do we want to get in contact and invite to the table? In all this a headhunter and recruitment partner can make the difference. So how to choose a 'woke' headhunter? When selecting a recruitment partner, make sure this person has a great reputation in your industry and with your relevant potential talent pool because this is the best door-opener to quality candidates.

Read more on this subject:  
["Three ideas for a woke talent acquisition"](#)





# Talent & Human Resources

## Future job roles in fashion.

The acceleration of digital services and a growing consumer emphasis on ethical and sustainable shopping are forcing brands to respond and adapt — and spotlighting a new set of jobs in the process. In a publication of The Business of Fashion six jobs were listed that employers would be looking to fill now or in the near future: CGI or 3D Designer, Virtual Showroom Designer, Data Editor, Customer Experience Manager and Corporate Responsibility Manager.

Read more on this subject:  
[“Fashion jobs that are in demand now”](#)

In December 2020 a summary was published of a research done by [Fashion Tech Alliance](#) under the title “Future job roles in fashion-tech”. The purpose of FT Alliance is to ensure ongoing innovation in the European Fashion-Tech sector by providing emerging talents with relevant skills and know-how to enter the jobs market.

Read more on this subject:  
[“Future roles in fashion-tech”](#)

## The top soft skills are more human-centric than last year

As we enter a new decade of increasing digital transformation and automation, it is more important than ever to help your employees build the skills to grow their careers and propel your business forward.

## The skills companies need most in 2021.

Over the past few years, **LinkedIn**, the 722-million member professional social platform, has been curating a list of the most in-demand soft and hard skills employers are looking for. An overview of the top soft and hard skills are shown on this page. New in the soft skills list is Emotional Intelligence: The ability to perceive, evaluate, and respond to your own emotions and the emotions of others.

Read more on this subject:  
[“LinkedIn Report, the top skills companies need most”](#)

Need help with strategizing team skills?

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McKinsey / BOF | The state of fashion 2021  
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unmateriality.com  
Thefuturelaboratory.com





# 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.

[Visit Isrid Academy](#)

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