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Highest-Paid European Execs

# WWD THURSDAY

Sportswear

## The Hip Snip

**NEW YORK** — While cutoffs started out as little more than a recycling tactic for old jeans, the look resonated with the young and cute contingent decade after decade. And in advance of the forthcoming big-screen version of "The Dukes of Hazzard" with Jessica Simpson reprising Catherine Bach's role and iconic look, designers are filling their collections with cutoffs and just about every other style of shorts and cropped pants imaginable. Here, Polo Jeans Co.'s cotton denim version paired with a silk jersey tank top and cotton halter by Chris Benz. For more, see pages 6 and 7.



### The Chase for Castagna: Ex-Penney's Executive Said to Be in Kmart Talks

By Vicki Young

**NEW YORK** — Financier-turned-retailer Eddie Lampert is trying to lure Vanessa Castagna into his realm.

Rumblings in the marketplace about Castagna heading to a major retailer reached a boiling point Wednesday as Lampert, the hedge fund investor who took Kmart out of bankruptcy and into a planned acquisition of Sears, Roebuck & Co., was said to be interested in her. Also in hot pursuit is Office Depot, which is scouting out a chief executive officer.

Reached by phone, Castagna, 55, said, "I haven't accepted any offer; and I'm not

See **Lampert**, Page 32

L I F E S T Y L E

# monitor™

A weekly update on consumer attitudes and behavior based on ongoing research from Cotton Incorporated

## COOL COMFORT

*Corduroy gives women lots of casual, stylish options*

**For 38-year-old Melanie, the top two clothing finds of the season** have been a colorful cropped corduroy jacket, and buttery soft, boot-cut corduroy jeans. "I used to live in my corduroys back when I was in my teens—they were cool, fashionable and comfortable at the same time," she says. "These pieces bring me back to that time a bit, but they are so much softer. They look, and feel, great."

Ah, corduroy. Is there any other fabric that evokes such feelings of down-to-earth warmth, coziness and comfort? Perhaps just as important, corduroy has managed to maintain that all-important sense of casual comfort, while at the same time keeping pace with current trends.

"Corduroy, women, and wine—they all get better with age," affirms Betsy Thompson, fashion director at Talbots, who calls the fabric "totally comfy and chic."

And that's particularly important today, when so many women are looking for stylish yet easy-to-wear pieces—particularly for their work wardrobe. Cotton Incorporated's *Lifestyle Monitor™* found that 33.5% of working women classified their office's clothing policy as "business-like with freedom," while 25.1% said they wear casual clothes to work. Asked if their workplaces allowed casual attire seasonally or year-round, 88.7% of women responded year-round.

Thompson notes that today's corduroy can really hold its own, at a time when women feel more free to express their individuality and mix things up a bit.

"Women are putting their own stamp on their wardrobes today," Thompson relates. "Corduroy lends a casual, textural flair to the mix—it works well with denim and twill, but also with faux suede, leather and wool flannel."

Corduroy has even been an unlikely strong seller this season at The Garden Room, an upscale boutique in Austin, Texas. Store manager Julie Copp notes that corduroy tends to be too hot for Austin, where temperatures typically soar into the 90s after the holidays. "But this year," she relates, "[manufacturers] have lightened the weight up, and we're excited about it."

The store is featuring soft, pinwale, boot-cut Cambio corduroy jeans, along with boot-cut jean and riding pant silhouettes from Yansi Fugel. The latter pants also have a matching zip-front, casual, fitted cord jacket.

Copp says that some of the new colorations—auburn, shale blue, brown, pink and white—have also been a strong draw for customers. "Companies have featured strictly fall colors in the past, so this has been great for us," she notes.

So where exactly does corduroy fit in, in this season of luxurious touches and opulent fabrics? Retailers say that, thanks to some dressier detailing, corduroy can indeed be a key part of the mix.

"Corduroy is a classic, but it will always be particularly important when the 1970s period inspires the fashion scene," notes Jennifer Ugliarolo, spokesperson for H&M. "This season, we've even

used it for some feminine tailored pieces."

One of the more uncommon cord items at H&M is a corduroy trench coat, available in black, brown or turquoise. "It's unusual, but it has also turned out to be a very popular garment," says Ugliarolo.

H&M is showing wide-wale, flat-surface corduroy, as well as some classic fine-wale cords, in everything from pants and skirts to jackets. Among the more dressy corduroy items on the retailer's floors this season are fitted, feminine-cut skirts, jackets, coats and trousers, inspired by 1920s and 1930s silhouettes.

At 57 West Bank in Milford, Connecticut, owner Suzanne Day has been particularly successful with specialty corduroy items.

"I've done very well with the printed, stretch corduroy pieces," she says. "Anything that has a little more interest, a little more character to it, has been strong."

Among her more popular items have been Trina Turk giraffe-print capri cords, and a leopard-print, stamped corduroy pencil skirt from Equestrian. Customers also quickly bought up a cropped corduroy blazer from Sanctuary.

Color, too, notes Day, has also helped certain corduroy items sell well this season. "A good color is important, rather than a brown or a gray or a basic," she relates. Shades that have sold particularly well include pink, green, burnt orange, and a washed, weathered burgundy.

Talbots is featuring a wide assortment of corduroy items this season, all in a fine pinwale cord with a soft hand. The retailer's most popular cord items include a stretch pincord shirt with a slightly fitted shape, five-pocket stretch cord jeans with a tumbled, lived-in feel, and a stretch pincord jacket that can be easily dressed up or down. There's also a corduroy shirtdress and a belted corduroy dress.

And with a little creativity, corduroy can hold its own with more high-brow looks.

"You can elevate the casual allure of corduroy by pairing it with something a bit more tailored, like a corduroy jean-style jacket with tweed skirt," says Thompson of Talbots. "Or you can mix it with something completely unexpected—like pairing a corduroy shirt with leather pants—or something dressy, such as a satin top with corduroy jeans." She notes, "The addition of stretch, washes and great colors are keeping corduroy in step with the trends and with women's lifestyles."

But that's not to say that one should forget corduroy's strongest suit—the timeless appeal of casual comfort. As Thompson notes, "You can't take the casual allure out of corduroy—and why would anyone want to?"

*This story is one in a series of articles based on findings from Cotton Incorporated's Lifestyle Monitor™ tracking research. Appearing Thursdays in these pages, each story will focus on a specific topic as it relates to the American women's wear consumer and her attitudes and behavior regarding clothing, appearance, fashion, fiber selection and many other timely, relevant subjects.*



**"Corduroy, women and wine—they all get better with age."**

—Betsy Thompson, Talbots

### The type of clothes I wear to work are:

Business-like with freedom	33.5%
Casual clothes	25.1%
Uniform	22.4%
Durable work clothes	12.7%
Conservative business suits	4.9%

# WWD THURSDAY

Sportswear

## GENERAL

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To e-mail reporters and editors at WWD, the address is [firstname.lastname@fairchildpub.com](mailto:firstname.lastname@fairchildpub.com), using the individual's name.

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## In Brief

● **ADIDAS UNIFORM FLAP:** Adidas may be forced to remove its trademark three-stripe design from Olympic team clothing. Nike, Puma and Reebok are among manufacturers that have written to the International Olympic Committee claiming that Adidas should not be an exception to the governing body's rule, which limits logo branding to a certain size. The three stripes used by Adidas run down the arm and pant leg. According to published reports, the IOC has confirmed that its board will meet in 2005 to review the complaint, and if a change is agreed, it is likely to happen before the 2006 Winter Games. Adidas executives could not be reached for comment Wednesday.

● **BID FOR CHARITY:** Mischa Barton, the star of "The O.C.," and Aeropostale have teamed up to raise funds for breast cancer research. Barton autographed 10 Aeropostale limited-edition white T-shirts to be auctioned on eBay through Dec. 14. The Ts are adorned with inspirational words such as "wish," "hope" and "trust." Bidding began today at \$30, with 100 percent of the proceeds going to the Susan G. Komen Breast Cancer Foundation. Bidders can visit Aeropostale.com to access the auction, titled "Give the Gift of Hope...."

● **MUSICAL DATES:** The dates for the fall contemporary market in Los Angeles have changed — again. The new dates for the Los Angeles Contemporary Market are March 17-22. Organizers announced two weeks ago the shift to March 20-24 and the creation of the new show. By comparison, the Los Angeles fashion market runs April 8-12. Ed Mandelbaum, co-producer of the Designers & Agents contemporary show with Barbara Kramer, and one of the organizers behind the date dance, said the latest maneuver moves the event away from Good Friday and Easter and also falls over a weekend, a format with which retailers are accustomed. "I know we've made people a little neurotic, but we just didn't want to implement too much change at once," he said. Surveys will go out to retailers to see if they prefer weekends. Those venues participating in the Los Angeles Contemporary Market include the New Mart, the Cooper Design Space, the Gerry Building and the California Market Center. ENK International's Bright show also supports the change and will stage its event March 18-21, said group show coordinator Joanne Mohr.

● **TARRANT'S REAL DEAL:** Tarrant Apparel Group has appointed Simon Mani to its board of directors. The addition of Mani expands the panel to five seats and now gives the independent members a majority. Mani is the general manager at Los Angeles-based Mani Brothers Real Estate Investment Group, which owns, manages and leases more than 1 million square feet of commercial property. Before co-founding Mani Brothers 10 years ago, Mani started the International Baking Co. with his brother and sold it in November 1992 to Sara Lee Corp.



# Trump Conquers Marshall Field's

**CHICAGO** — Once again, Donald Trump proved that he doesn't believe in doing things in a small way — not even department store personal appearances.

Arguably the country's most quoted businessman, Trump swept into the Windy City this week, presiding over what became the most lucrative personal appearance in the history of Marshall Field's State Street store.

The previous record of \$30,000 — set by Donna Karan in 1999 with a two-day beauty and fashion event — was easily eclipsed by The Donald, who was said to have racked up close to \$32,000 in sales of his eponymous new men's scent during the event. And Trump was not leaving that position to chance — after finishing up on the floor, he signed a number of additional bottles while conducting meetings in Field's corporate boardroom.

Trump needn't have worried about making the numbers: The fragrance, noted Dave Steiner, vice president and divisional merchandise manager for cosmetics and fragrances for Field's, was already ranking number one among the State Street store's men's fragrances for the week — even before the event's totals were added to the tally.

More than 1,000 Chicagoans trudged through cold rain and whipping winds to catch a glimpse of Trump, who appeared with Bill Rancic, the winner from the first season of Trump's hit NBC series, "The Apprentice." In fact, Chicago police were out in full force at Field's, as was the store's entire security team. And it was clearly needed: The crowd strained at the barriers and chanted his name and in at least one case, a woman had to be forcibly restrained from grabbing Trump as he made his way to the makeshift stage set up for the event.

Another woman had a hankering to hear Trump's most famous phrase: "Mr. Trump, will you please fire me?" she pleaded. He obliged with a smile.

True to form, Trump was surrounded onstage by a handful of beautiful blondes and brunettes — fragrance models for the scent. They spritzed an eclectic crowd, who ranged in age from infancy to well past the golden years, both men and women. And as Trump left the stage, he was rushed by a group of about 10 Estée Lauder sales consultants begging for a picture with him. He lost no time in complying.

Based on his success thus far, Trump said he's now pumped up to expand the line, which consists of just one stockkeeping unit, a \$60, 3.4-oz. fragrance spray.

— Julie Naughton

## Avon Expansion Looks to Hit \$10B by '07

**NEW YORK** — Avon Products Inc. will be defined by rapid expansion in developing markets and an overhaul of the company's North American business as management seeks to make it a \$10 billion company by 2007.

The goals were set out by Avon executives to more than 200 people during a "strategic update meeting" Wednesday at the company's headquarters here. Shareholders and investment professionals heard a management team that exuded confidence in the company's ability to expand the business over the next decade.

"It's been quite a walk for the last five years," said Andrea Jung, chairman and chief executive officer, opening the meeting with an overview of Avon's progress. Jung said the company reached sales of \$7.7 billion in 2004 compared with \$5.3 billion in 1999. "It has been a thoughtful transformation, and it's getting bolder," she said.

Avon's facility for quickly establishing itself in developing markets has been key to its success. "No one does developing markets better than Avon," said Jung, who pointed out that 50 percent of Avon's business stems from developing markets.

Heading into 2005 and beyond, management has its sights on expansion in China, Russia, Turkey, the Middle East and North Africa, India, Southeast Asian and the Andean Cluster — Colombia, Ecuador, Peru and Venezuela.

Avon is no different from its competitors when it comes to China, putting it at the top of the list in terms of growth.

"China continues to be our most exciting opportunity," said Robert Toth, president of Avon International.

Avon anticipates about \$1 billion of revenue growth from China, Russia and Turkey between 2005 and 2007, Toth said. The company's 6,000 boutique stores cover 70 percent of

### BEAUTY BEAT



A view of the pandemonium at Donald Trump's personal appearance.

cities and towns in China. By 2007, it expects to capture 13 percent of the Chinese market, generating revenues of \$600 million compared with revenues of \$220 million in 2004, he said.

The scenario is similar for Russia, where the company anticipates raising its market share to 18 percent by 2007 from 13 percent in 2004. Revenues in 2007 are expected to be \$800 million compared with \$410 million this year.

Expansion in Turkey carries with it the hope that the country will function as a gateway into North Africa and the Middle East, including Egypt, Iran, Algeria, Libya and even Iraq and Syria. Expanding in several of these countries will depend on U.S. government regulations.

Looking to 2015, Avon management projects that revenues generated from developing countries will account for 68 percent of the total.

Brian Connolly, president of Avon North America, discussed the company's plans to return its U.S. market to profitability, which will require exiting lagging businesses and the introduction of new ones.

Connolly pointed to an unexpected drop in consumer confidence during the fourth quarter as an external factor that led to a reduction in spending. He said confidence fell most in households with incomes of \$25,000 to \$35,000, the range for 50 percent of Avon's customers, and characterized the second half of the year as an "isolated cyclical downturn."

Avon had problems in its Beyond Beauty segment. In particular, Connolly said, toy sales fell 38 percent in 2004. "It is time to get out," he said, describing the company's lack of a competitive edge, the difficulties of consistently winning in the toy market, lower margins and difficulties with the supply chain.

Avon plans to leave the toy business by the second quarter of this year, and anticipates exiting the seasonal gift business during the fourth quarter.

Jewelry is one area the company expects to help fuel a rebound in the U.S. market. Connolly said jewelry garnered the highest profit margin in the United States. Another key will be the introduction of plus-size intimate apparel.

"She's not looking to go to Wal-Mart and she's not looking to go to Victoria's Secret," Connolly said of the plus-size market. The company will also look to reenter the foundations business in 2005, said Connolly.

— Ross Tucker

## Fashion Scoops

**TAG'S NEW ACE:** Tag Heuer has netted Wimbledon champion **Maria Sharapova** as the new endorser in the luxury watch brand's "What You're Made Of" campaign, in ads to be photographed by **Patrick Demarchelier** and slated to bow in the February editions of major women's magazines. At 17, Sharapova would be the youngest Tag Heuer celebrity endorser, succeeding golfer **Tiger Woods**. "We're selecting her because she embodies Tag Heuer's values of prestige, precision and performance," **Livia Marotta**, head of public relations of Tag Heuer in North America, said of the tennis star. "Tiger and golf are one thing, and with Maria, it's the same — she's an ambassador of tennis."

The arrangement calls for Sharapova to offer suggestions about the design of the Tag Heuer watches she wears and to share her ideas about future designs with the brand.

"In terms of looks, personality and image, she personifies the brand," Marotta said. "She's becoming a style icon."

**SHOOTING TO THE TOP:** Guess has decided who won't be shooting its fall 2005 campaign: a famous fashion photographer. In conjunction with *W* magazine (which, like

WWD, is part of Fairchild Publications Inc.), the Los Angeles-based fashion house is holding a contest to find its next lensman (or -woman). Submissions will not be accepted from anyone who has been published in a national magazine, had a solo show in New York or is represented by a gallery there.

Entries will be judged by a panel consisting of Guess co-chairman **Paul Marciano**, *W* creative director **Dennis Freedman**, ad agency head **Sam Shahid**, interview editor **Ingrid Sischy** and Art & Commerce co-founder **Jim Moffat**. The three runners-up each will receive a \$2,000 cash prize. Interested? Better get your portfolio in order quickly — the deadline is Friday.

**ANOTHER FASHION WEEK:** IMG and 7th on Sixth have identified their next fashion destination and are in the planning stages for a new event in Miami Beach, this time focused on swimwear.

**Fern Mallis**, executive director of 7th on Sixth, said the company plans to stage swimwear shows next July at a South Beach hotel, with a title sponsor already lined up in Sunglass Hut. The title of the event and other details are still being worked out, she said, noting that an announcement will probably come next month.

The event is expected to be timed around other swimwear trade shows in the area and will feature three or four runway presentations each night.

"We think it's the next exciting fashion market in the

country, after what we're doing in New York and Los Angeles," Mallis said. "The swimwear market is really heating up."

**SCOPING THE MODERN:** More than 100 members of the Council of Fashion Designers of America descended upon the reopened Museum of Modern Art on Tuesday for a membership holiday luncheon at Danny Meyer's new Modern restaurant. There they sampled the new menu, including organic chicken breasts in an emulsion of chervil and parsley and, for dessert, a hazelnut dacquoise with milk chocolate chantilly.

Among the guests were **Carolina Herrera**, **Vera Wang**, **Dennis Basso**, **Roland Nivelais**, **Zac Posen**, **Heidi Weisel**, **Robert Dantes**, **Joan Vass**, **Oleg Cassini**, **Yeohlee**, **Gerard Yaska**, **Marc Ecco**, **Ken Richards** and **Alexander Julian**. According to several who attended, the only complaints among the usually vocal crowd of designers seemed to center on the CFDA's delays in reviving its 7th on Sale event to benefit AIDS charities, although **Peter Arnold**, executive director of the council, said on Wednesday that the group is still working on its plans.

Another project in the works, Arnold revealed at the meeting, is a collaboration with the Metropolitan Transportation Authority with several accessories designers to create items commemorating the 100th anniversary of the New York City subway system. When the groups officially announce the project next year, the MTA is expected to issue some nine million MetroCards bearing the vital statistics of the designers involved.

# Married To the Mob



**NEW YORK** — The pungent waft of buffalo wings is not usually associated with Ecco, a TriBeCa institution among the city's Italian eateries. But the mama's-style lasagna and calamari normally associated with the place have been replaced mainly with tubs of wings and curly fries — the sort of things a Hollywood movie crew likes to nibble on.

In this case, the on-set fried food is for longtime producer Martin Bregman and his son, Michael Bregman, who is directing "Carlito's Way: The Beginning," a prequel to the 1993 Al Pacino gangster flick to be released next fall.

The people actually eating off the restaurant's menu are the actors — Jay Hernandez, Mario Van Peebles and Michael Kelly — who are shooting a dinner scene among mob friends. But the food's only for show. Just as soon as the director yells "action," and the three leads take a bite, he yells "cut." Immediately, prop stylists swoop in to replenish the pasta on the plates.

On the set of a gangster movie, made-up Hollywood types mingle with real-life dons moonlighting as actors. Only the constant din of assistant directors screaming, "Please, people, quiet!" or wardrobe stylists snapping endless Polaroids remind the innocent bystander that, in fact, no shady deals are actually being brokered. To wit, Frankie Pellegrino plays a singer who croons a hammed-up version of Frank Sinatra's standard "My Way" during this dinner scene. To the untrained eye, Pellegrino is a familiar bit-part player. To the insider, he's the real-life co-owner of Rao's, the infamous Italian restaurant on East 114th Street where John Gotti and Paulie Castellano had a regular table.

Even the hierarchy within the cast and crew parallels that of a mafia family. There's the Godfather — in this case, Martin Bregman, who sits just to the right of the camera's view in every scene — and then everybody else, including Sean "P Diddy" Combs, who plays druglord Hollywood Nicky in the film. Martin Bregman, 73, has produced such street-tough movies as "Scarface," "Serpico" and "Dog Day Afternoon," but he



A scene from "Carlito's Way: The Beginning." From left, actors Michael Kelly, Mario Van Peebles, Jay Hernandez and Jacqueline DeSantis.

credits his son for bringing the Edwin Torres-penned books, on which the "Carlito's Way" movies are based, to his attention.

This prequel marks the son's first foray into directing, and he paces back and forth between takes like an expectant father: "When a director comes to a set, his power is extreme," explains Martin Bregman. "He's sort of like a dictator except that [as producer] I'm God."

And with an almost omnipotent nod, he is anointing the 26-year-old actor Hernandez, who brings Pacino's Carlito back to the screen, as a new acting superstar: "Jay sees the human being in the character," Martin Bregman says. "He's sensational."

Hernandez, meanwhile, had little time to prepare for his role after wrapping his last film, "Friday Night Lights." So when the L.A. native arrived in New York for the shoot, he received an underworld crash course from

Torres, the New York Supreme Court Justice who started his law career defending the city's street thugs before eventually prosecuting them as a district attorney, providing copious fodder for his crime novels.

"Eddie gave me a tour of Spanish Harlem and told me a lot of stories about the past," says Hernandez. "You know, 'This happened on this corner' and 'That went down on that corner.'" Awed by Torres' power and standing in the community, however, Hernandez won't dish the inside scoop. "He's a judge, so I don't want to be telling his business."

But the young actor has reaped the benefits of having a connection to this rarefied world. "The first day I met Eddie, he took me to Rao's," remembers Hernandez. "I tell people I went there and they're like, 'It's impossible to get a table.' But I just walked in and had dinner."

— Nandini D'Souza

## A Model Existence

**NEW YORK** — While there's no shortage of aspiring model/actor/filmmaker types in the city, few have had the breaks Matthew Gray Gubler has.

Not only has he walked the runways for Marc Jacobs, Burberry and Louis Vuitton, the affable 24-year-old makes his feature film debut Friday in Wes Anderson's "The Life Aquatic With Steve Zissou." After serving as the director's intern to fulfill a credit at New York University Film School, Gubler auditioned and was ultimately cast as Nico, the number one intern.

And as if jetting off to Rome for six months wasn't enough — most of his time was spent on a boat with the likes of Bill Murray, Anjelica Huston, Cate Blanchett and Owen Wilson — Anderson also bestowed Gubler with the privilege of making the behind-the-scenes documentary that will be featured in the movie's DVD version.

The only downfall? Anderson's master plan for geeking up the young and, well, pretty Gubler: "I

thought the only reason I got [the part] is because I've got pretty cool hair," says Gubler. "If I've got anything, I've got cool hair. But the first day I get there I get the worse perm you've ever seen. It looked like Ronald McDonald on crack cocaine. I thought it was an evil joke."

Since he couldn't quite tame the ping-pong ball of hair, Gubler bought a slew of Italian newsboy caps, adding yet another dimension to his already studied style.

Anderson's affinity for Gubler likely lies in no small part to this type of



Matthew Gray Gubler

fashion sensibility, which runs close to the director's own. The neo-preppy style serves Gubler well, though. An inveterate thrift store shopper, he sports a uniform of baggy pants, collared shirts, colorful sweaters and threadbare

Vans, along with artfully mussed hair, which lends Gubler a schoolboy charm.

### STAR PICKS: MATTHEW GRAY GUBLER

**FAVORITE DIRECTORS:** Alfred Hitchcock, Tim Burton, Roman Polanski, the Coen brothers and, of course, Wes Anderson.

**FAVORITE MOVIES:** "Night of the Hunter," "Rushmore," "Buffalo 66," "Psycho" and "Home Alone."

**FILMMAKING DREAM:** "To make a horror film with Macaulay Culkin. After I saw 'The Good Son,' I thought Mac's no joke."

**MUSIC:** "I'm like a 16-year-old girl. I like Conor Oberst of Bright Eyes."

Despite his new acting cred, Gubler's true calling lies in making movies. His short film titled "The Cactus That Looked Just Like a Man," (which clearly displays his twisted sense of humor) has been generating interest and even helped him land an agent. "It's about a psychopathic farmer who meets a socially retarded city slicker," Gubler explains. "People seem to like it, which I'm surprised about. I thought no one was going to like it except me and my mom."

Now Gubler is planning his next move — to L.A. He's doubtful, however, that anything can top what he's already achieved. "I got to be in my favorite living film director's movie," Gubler says with a laugh. "You know it's only going to go down from here. I can retire now."

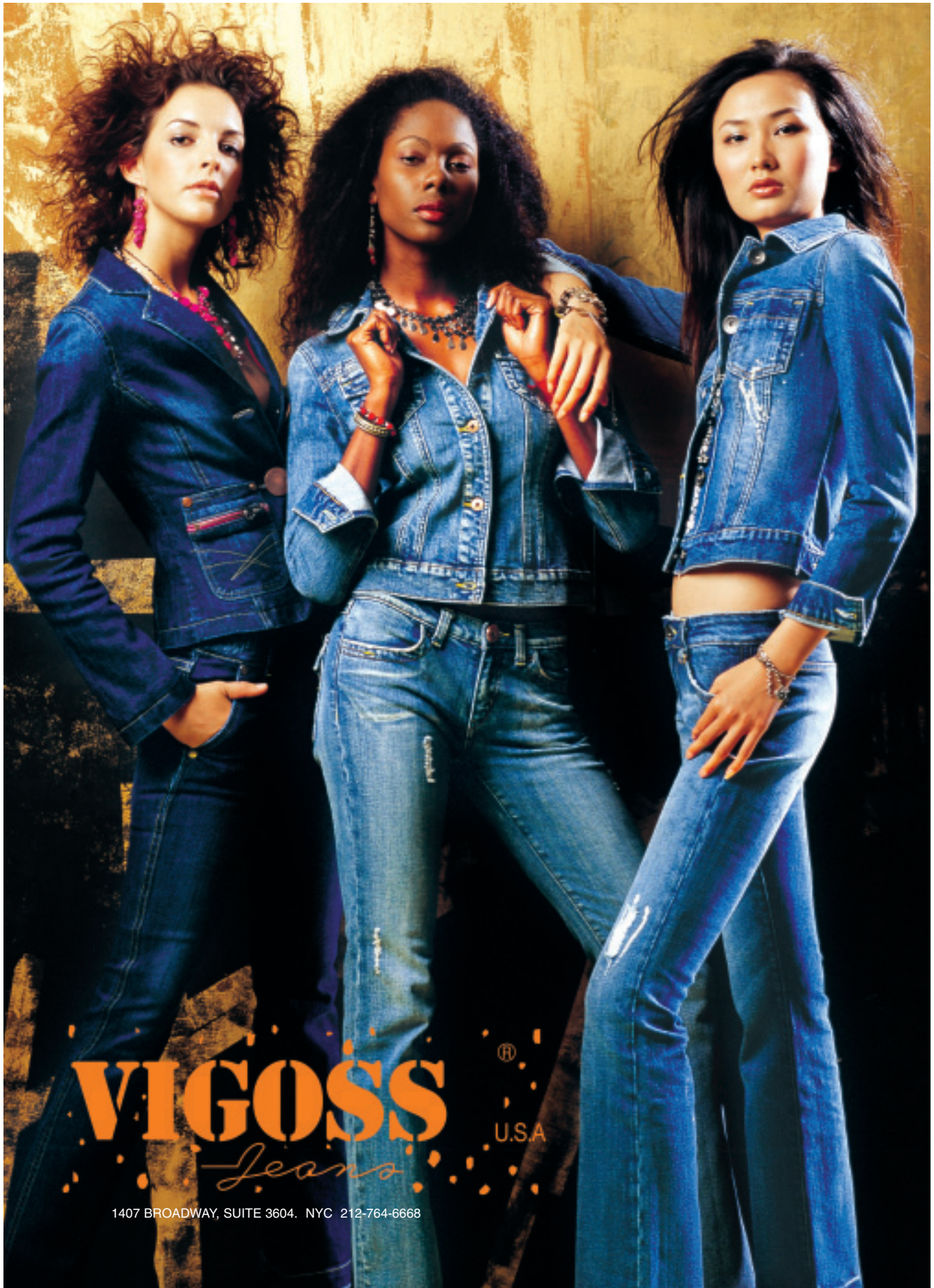
— Anamaria Wilson

### UNDERSEA MUSIC:

Wes Anderson's films have become known for their terrific tunes: a mix of Mark Mothersbaugh with forgotten Seventies melancholia like Nico's "These Days" (off "The Royal Tenenbaums") or Cat Stevens' "The Wind" (off "Rushmore"). In "The Life Aquatic With Steve Zissou,"

Anderson introduces his admirers to Seu Jorge, a Brazilian musician heretofore unknown in the States. In the film, he performs David Bowie songs in Portuguese on the deck of Team Zissou's ship, The Belafonte. The songs, which include startlingly beautiful versions of "Starman," "Life on Mars?" and "Rebel Rebel," fill the latest soundtrack, out Tuesday.





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# Short Cuts

NEW YORK — Spring is full of shorts and abbreviated pants, from cargoes and cutoffs to bermudas and capris. Here, a sampling of some of the season's best.



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Seven For All Mankind



Tommy Jeans



Notify for Emanuel Ungaro



Lee Riveted



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Habitual



Killah



Lucky Brand Jeans



Rogan



Colin's



Black Jack



Choice Calvin Klein



LaRok



Rock & Republic

## Denim Report

# Older Shoppers Hungry for Jeans

By Georgia Lee

**ATLANTA** — At Kaleidoscope, a hip boutique in Decatur, Ga., the over-40 crowd is desperately seeking denim. But even if they're moms, the shoppers aren't looking for "your mother's jeans."

"This woman has become rabid for cool denim," said Kaleidoscope owner Camille Wright.

Denim sales to older women, a minimal part of her clientele two years ago, have grown to 40 percent of overall volume, Wright said. Customers willing to pay more than \$100 for the right fit and look get on a waiting list for a few key lines, such as Vitamina or Sergio Valente, which target these women. Almost daily, Wright fields calls from as far away as Flint, Mich. The callers are women seeking a jean that fits, without making them look like a grandmother.

Wright said the surge has been fueled by fashion magazines, such as *In Style* and *Real Simple*, that run features on jeans for various ages and body types. She's also noticed a growing acceptance of jeans paired with blazers, camisoles and sweaters, as an alternative to dress pants.

While many denim lines, inspired by the success of contemporary offerings, focus on younger consumers, a few are carving a lucrative niche with older women. Responding to consumer demand, specialty stores are expanding denim offerings. While fit is of the utmost importance, older consumers want the same variety in washes and details that are readily available to their younger counterparts.

Sales of jeans to the Baby Boomer market are up significantly compared with sportswear, according to a survey by STS Market Research in Cambridge, Mass., which tracks monthly apparel purchases of 12,000 men, women and children.

For the 12 months ended September, jeans sales to the 35- to 44-year-old age group increased 8 percent, and sales to 45- to 54-year-olds grew 4 percent. Sportswear sales for the same groups were down 2 percent and flat, respectively, for the same period. Jeans sales for 20- to 24-year-olds rose 13 percent, while sales to the 25- to 34-year-old group rose 2 percent.

"There's so much opportunity in this market, I'd rather the competition not find out about it," said a jeans vendor, who asked not to be identified.

Even contemporary jeans firms are finding older women hard to ignore. Red Engine, a Los Angeles-based contemporary line, has had such success with slightly higher-rise fits introduced in the past year that it will launch a separate misses' denim line in 2005. The line, which has not yet been named, will feature rises of 8 or 9 inches. The collection won't have the rips or tears that appeal to younger customers, but will offer premium Italian denim in a variety of washes.

"Everybody wants to be young and trendy, but the market has always ignored this customer," said Jim Boldes, Red Engine's owner.

While focusing on fit and comfort through stretch denim, companies often have limited misses' collections to classic washes, said Christine Cappelletti, the brand's East Coast sales representative, rather than branching out into "cool, funky washes." With a comparative scarcity of product, older women are more fiercely loyal to denim brands than younger women who have more choices, Cappelletti said.

Red Engine's midrise options appeared in the August and September issues of *Real Simple*, *Redbook* and *Glamour*, which the company said helped to triple sales over the past three months compared with the same period last year. Annual sales of \$4 million in 2003 more than doubled to a projected \$10 million for 2004.

Christopher Blue, a Redmond, Wash., jeans line intended for women older than 30, founded in 1997, also has doubled sales each of the last four years to \$15 million for 2004. President and co-founder Mel Matsui, a denim veteran who worked with the Britannia jeans line in the Seventies, said the denim market has yet to realize the potential of older shoppers.

"When we started, there was a gigantic void, and since then, around 50 labels sprung up, all chasing the same young customer," Matsui said. "There are plenty of women out there with money and nothing to buy."

Matsui also credits the print media, especially *People* magazine's coverage of celebrities and their favorite jeans, along with increasing casualwear among older women, for the growing demand. Among his 1,000 specialty store accounts he noted a big increase in the

Shoppers Diane Amis and Sharon Rothschild with store owner Camille Wright at Kaleidoscope.



Sergio Valente jeans now target older shoppers.

number of stores targeting misses' customers that are expanding or launching the denim category for the first time. Customers are willing to pay \$130 to \$150 to get a great-fitting pair of jeans, Matsui said.

The Christopher Blue line has evolved from one 9-inch-rise fit to four rises, starting at 7 inches and working up to 9 inches, with new silhouettes, including an A-frame for fall. Working with Chinese factories for new techniques such as abrasion and nicking, the line also will expand from eight to 10 washes.

Matsui said the misses' denim market, where fit is paramount and style is evolving, can be challenging.

"The area is less competitive and full of opportunity, but you really have to be savvy, especially about fit, to get good real estate in stores," he said.

Two years ago, Sergio Valente, owned by Seattle Pacific Industries, switched from a young, urban demographic to a more sophisticated, slightly older profile customer. Now using premium Japanese denim, retail prices increased to a range of \$110 to \$150 from \$68. The brand also has dropped its former bull's head logo.

With four rise options, from 6 to 8 inches, the waistline is contoured higher in back, with more room in the thigh. The new direction has allowed the company more exposure, especially in suburban areas of the country.

"We've found our niche — it's the hip mom," said Kristen Peterson, vice president of sales at Sergio Valente. "Retailers kept saying, 'We have jeans for the young kids, but wouldn't it be nice to also offer something for the mom that is usually with them, paying for the jeans?'"

The most popular styles have been the Madison and Preston jeans, with clean lines and stretch for comfort, Peterson said.

At Chico's, the Fort Meyers, Fla.-based national chain, a bellwether of fashion for older women, jeans are a key growth area, replacing some of the pull-on or

A Red Engine look.



KALEIDOSCOPE PHOTO BY DREW BAZAN

elastic-waist pants that were popular. This fall, Chico's added in-between sizes to its zero, one, two and three size ranges, for customers seeking more specific fits, and offered more variety in rises and silhouettes.

"Our customers are so happy to find jeans that fit and are comfortable, without wearing elastic waists," said Pat Kerstein, Chico's executive vice president and chief merchandise officer. "They know the trends and want to know how to wear them. We have a wide range of customers with different figure concerns, so variety is key."

Etched Indigo, a Guntersville, Ala.-based denim line launched six years ago, has found that too many rises confuses the issue. Starting with 7- and 9-inch options, the line has pared down to one 9-inch rise, but offers three fits — slim, regular and curvy — and varies leg openings, for a hipper silhouette. The line also offers nine shades of indigo and numerous washings, including etching and hand-sanding techniques, developed in Winder, Ga. Founder Roger McCoy said retailers and consumers, once assured on fit, are more open to washes and artistic details.

"Domestic production allows us to be highly original and preserve artistic integrity," said McCoy. "We know this market is wide open and underserved. Now our biggest challenge is convincing buyers that a jeans line can be cool, even if it's not from New York or Los Angeles."



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## Denim Report



A sample of The First Finish's washes.



Tom Stanton has developed a denim finishing process that involves dragging jeans along racetracks.



"We're not a laundry — we're a denim development center," said Keyomars Fard, founder of The First Finish.

PHOTOS BY HEDI GIBBS

# Laundries Offer Ticket to Style

By Nola Sarkisian-Miller

**LOS ANGELES** — In the competitive high-end denim field, brands from Bella Dahl to Paper Denim & Cloth rely on innovative washes and finishes to make their jeans stand out in a crowded field and inspire consumers to shell out three-figure sums.

These apparel vendors turn to specialists in denim processing, artists whose tools include industrial washing machines, chemical mixes and bags of stones to get the newest washes.

Laundries are moving beyond basic washing-machine techniques and developing finishing processes that range from laser etching to dragging jeans behind race cars. These approaches can push the cost of a wash to \$35 a pair.

"We're not a laundry — we're a denim development center," said Keyomars Fard, founder of The First Finish in El Segundo, Calif. "They come to us with the ideas and concepts, and we help them create something proprietary. There's a real drive for authenticity."

With the market's focus on increasingly involved washes, Fard said his company is remaining competitive by reducing the volume of jeans it handles to allow it to spend more time on each pair. It now works with 15 clients, down from about 45 a year ago.

"Customers usually outgrow us when they hit \$3 million," he said. "We want to be micro and very niche."

These centers are also pushing up prices as they push the limits. Costs can hit \$35 a garment because of the level of detail and the smaller orders spread out across multiple styles. As a result, the reaction of a fabric to the finishing process is growing even more important.

Steven Jolna, president and design director of Bella Dahl and Bartack, and also a partner at wash development house International Manufacturers Alliance, said he tests 15 to 20 fabrics a week and develops 20 to 30

washes weekly.

"It's probably my largest expense in the company besides people," he said.

Jolna said the trend market in the next year will be split between jeans "beaten to death" or "extraordinarily clean." He said he's seen plenty of chevrons on jeans applied with potassium spray, but said one of his most successful washes in the last three months has been the "home wash." It's one that simply involves a spin in the home washing machine, creating a dark, dressy feel.

"It had no marking, no grinding, no sanding, no spraying," he said. "It just looks more sophisticated."

The less-is-more approach is popular at The First Finish as well. Fard said his customers aren't so interested in tinting regular blue denim anymore, but have moved on to using different-colored fabric and washing it to create a new look. Overspraying and overgrinding are also passé, he said.

"If you want a crisp look with deep darks and high contrasted lights, then get a coated fabric and chip it off for effect rather than over-process it," he said.

Damaged jeans with repair stitching have kept operations humming at Sights Denim Systems in Henderson, Ky. Owner Bart Sights said he expects that trend to continue, but said most of his business still comes in providing the classic wash of "medium blue."

The art of treating denim isn't limited to running jeans through washing machines, either.

At International Garment Finish Inc., which counts Juicy Couture, Armani Exchange, Yanuk and Paige Premium Denim as customers, the recent launch of a

lasered device has created a buzz. The \$200,000 computer-run machine can whisker jeans for a three-dimensional effect and can replicate pictures onto the garment.

"When you create washes, there are limits to what humans can do, but when you combine human intelligence with the latest technology, you can create something beyond the imagination," said Richard Kim, owner and president of IGF.

APS Laundry and Finishing in Los Angeles has launched a wash processed with ozone to give fabrics a worn-in, faded appeal. Usually, the look is achieved through cycles in machines loaded with stones and enzyme applications. The rough chemical treatment, however, can weaken fabric, said Genaro Hernandez, APS owner and president.

"Instead, the ozone will be piped in washing machines for a gentler treatment," he said.

Still, some wash houses take a simpler approach to creating a worn look. They're taking their craft out of the plants and into the streets.

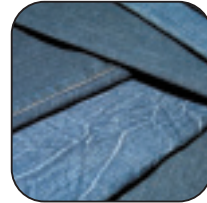
Los Angeles Dye & Wash Co., which counts Blue Cult, Sanctuary and Citizens of Humanity on its customer list, has begun testing its jeans on the racetracks by actually dragging them on the asphalt. The result is a naturally destructed garment, stained with oil and other ground debris. The idea came from company owner Tom Stanton, who manages Grand National West, a NASCAR team out of Glendora, Calif., and plans to first pitch the concept to NASCAR.

"There are 90 tracks in the country, and we'll market it as track-tested from each track," he said. "It's a unique idea and will appeal to a niche market."



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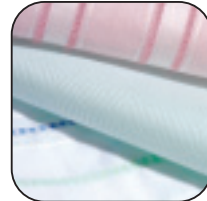
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### Denim Report



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# Days of Wild Being

PHOTOS BY MAKOTO ARAI

Tokyo girls' outlandish take on fashion — from chic to goth in Omotesando, Ginza and Harajuku.



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## Denim Report

# Persuading Shoppers to Trade Up

By Scott Malone

FOR MOST OF THE PAST DECADE, apparel executives have regarded deflation as being as certain as death and taxes.

In the jeans world, that's starting to change.

Consumers have opted to spend more of their disposable income on electronic items such as cell phones and digital cameras throughout the Nineties, and into the new millennium, and spending on apparel has slipped to a lower priority. Retailers and wholesalers responded by cutting prices and beefing up promotions. A strong deflationary trend set in throughout the apparel industry, with sourcing executives seeking out lower-cost nations for production.

But during the past year, jeans brands across many price tiers have begun to include some higher-priced styles in their lines, or have launched pricier spin-off subbrands. Two factors are driving this trend: the rising prominence of the premium and super-premium jeans business, where \$100 is the opening price point, and the realization that designing products with the goal of cutting retail prices doesn't create consumer demand.

Mudd USA helped build the moderate branded jeans category in the Nineties, with styles typically running from \$30 to \$40 retail, into a booming business by undercutting the status category, where jeans sold for \$50 to \$60. For spring retailing, the firm is introducing Mudd Couture, an updated line with target retail prices of \$50 to \$60.

Dick Gilbert, chief executive officer of the New York-based firm, said the higher price points "give us an opportunity to put out a better product with more details."

During the last few years, the price ceiling for the moderate category was pushed lower as department stores found themselves competing more directly with value-priced national chains such as Kohl's Corp. That meant more goods sold for less than \$30.

"When you are restricted to \$29 retail, it's tough to have a hot product," Gilbert said.

One of Mudd's competitors, L.E.I. jeans, which is owned by Jones Apparel Group, took a similar approach in rolling out two lines: E Denim, which began arriving at retailers this summer with suggested price points of about \$48, and L.E.I.



**W2W**  
What to Watch

Tommy Jeans this year raised its retail prices by about \$10, in an effort to lure shoppers with higher-quality items. At the other end of the spectrum, Levi Strauss Signature represents Levi's entry into the mass market.



Premium, which shipped in late September with targeted prices around \$39.

It's not just the moderate brands taking this approach. Status brands, including Tommy Jeans, Polo Jeans Co. and the CK 39 Calvin Klein line, have all introduced higher-priced products in 2004, with the goal of winning back some customers from the premium and super-premium markets.

Heather Pech, president of Polo Jeans, which is also part of Jones, said the trend toward higher-priced products is "being driven by better department stores."

"They realize that to maintain and drive market share, they have to drive their average unit retail [sale] up," Pech said.

The Polo Jeans line now retails from \$59 to \$79, up about \$10 in the past year. The change has allowed the line to significantly upgrade its fabric selection, introducing high-end U.S., Japanese and Italian denim.

In moving their prices upward, jeans brands are swimming against the tide of

consumer demand. The \$5.6 billion women's jeans market has not been immune to the deflationary forces affecting the apparel industry as a whole. Last year, the average price paid by women for a pair of jeans was \$22.51, down 3.6 percent from the 2002 level of \$23.35, according to STS Market Research of Cambridge, Mass. STS reported that 52.6 percent of all pairs of women's jeans purchased in the U.S. last year sold for less than \$20.

While high-end jeans have attracted a lot of attention, they remain a sliver of the overall market. Jeans priced \$50 or more last year represented 2.6 percent of the total market, down from 3 percent a year earlier, with jeans priced from \$40 to \$49.99 coming in at 3.7 percent of the total, down from 5.5 percent, according to STS.

The market for jeans priced \$100 or more is so small that STS and other major research groups don't measure it. Still, executives said the higher-priced, often higher-margin business remains appealing.

"You have so many people battling at the \$30 jeans price point that the busi-

ness is just dead in the water," said Howard Jacobs, president of moderate junior brand Blue Taboo.

Jacobs also is launching a line of CBGB brand jeans retailing for holiday at \$60 to \$120. "What else can you do," he said, "but find an area where you can grow a business?"

He believes the \$50-to-\$100 price band has attracted more attention lately because it hasn't been as swamped with new lines as either the premium or moderate tiers.

"Those markets are just less crowded; there's not as many people battling for the same piece of pie," he said, but added, "higher price means lower volume."

Not all jeans brands are looking only to push their prices upward. In one of its more controversial moves, Levi Strauss & Co. over the past year rolled out the Levi Strauss Signature brand across the mass channel. Executives with the San Francisco company have repeatedly cited a simple reason for the move: Wal-Mart sells 10 percent of the jeans sold in the U.S.

## Powerhouses VF, Levi Strauss Face Hurdles to Jeans Growth

**THE UPS AND DOWNS OF THE JEANS BUSINESS** may feel like a roller-coaster ride to smaller firms, but the category's powerhouses face their own gravitational forces.

Levi Strauss & Co., seven years into a sales slump, has placed its focus firmly on improving profitability. After shopping the Dockers brand for six months, the San Francisco-based company in October said it planned to keep the brand because buyers were unwilling to pay what Levi's believed it was worth.

As part of the effort to improve performance, the company on Monday said it plans to lay off 50 people at Dockers' European operations. That will drop Levi Strauss' worldwide head count below 9,500, compared with 12,300 at the start of the year. Much of the cutting has been the result of restructuring headed by consultants

Alvarez & Marsal, who have been advising the company for the past year, people familiar with the situation said.

On the women's side, Levi's officials said the brand has been performing well. When the company reported third-quarter results, Robert Hanson, president of the Levi's brand in North America, said sales of misses' products were up 21 percent in the quarter, with junior jeans sales rising 6 percent, driven by strong demand for boot-cut, flared and tinted jeans. That partly offset softness in the core men's business and helped leave overall sales for the nine months ended August up 0.8 percent to \$2.92 billion.

Meanwhile, VF Corp. has seen its jeans business slip in recent months. With a lineup including the Wrangler and Lee brands, VF is the world's largest apparel company and sells almost \$2.7 billion worth of jeanswear a year. Through the three months ended

Oct. 2, jeans sales slipped 0.8 percent, though the company said it expected to reverse that trend through some product introductions.

The Lee brand has been pushing its "One True Fit" styling, which Terry Lay, the chairman of the firm's jeanswear coalition, said is "targeted at a missy consumer who still has a junior attitude."

VF also has been expanding its presence in the high-end jeans market through the launch of the premium-priced Wrangler 47 line, designed by Wendy Mullins, and the acquisition of Earl Jean.

Acquisitions are also the core of VF's overall growth strategy. The company is on track to hit the \$6 billion sales mark this year, a 15 percent rise from 2003. The growth has been boosted by the addition of the Vans, Napapijri and Kipling brands over the past year.



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Denim Report

# Jeans Brands Ride Demand Wave

By Lauren DeCarlo

**THE CYCLE HAS SWUNG IN FAVOR OF JEANS, AND VENDORS** don't foresee any dip in the year ahead. Their main concern is how the addition of new names into the category will play out.

"All the retailers are jockeying to find what they consider to be the right mix," said Michael Silver, president of Silver Jeans, based in Winnipeg, Manitoba. "For every three new ones, there are three old ones left behind. It's a phase that we're going through."

Mark Wiltzer, chief executive officer at Miss Sixty, said he hopes to see more diversity in retail assortments in 2005.

"Everyone's holding the same brands," he said. "If one of the brands falls through, I think it could be cause for concern."

While Sixty and Silver are relative veterans, the perspective of newcomers is different. Retailers are ready to test them, but executives for the fledgling firms said the buys aren't necessarily that big.



"Many buyers buy a certain amount based on a formula surrounding how long the denim company has been in business," said Michael Ball, owner of Rock & Republic, a two-year-old denim line.

Ball said he thinks he's pulling ahead of that trend, though, and already has booked \$7 million wholesale in spring shipments.

High-end vendors said they anticipate continued growth.

"The selling recently has been unbelievable," said Rick Crane, director of sales and merchandising for Seven For All Mankind. "The premium market only represents about 1 or 2 percent of the denim category, but we're just going to continue to grow. We're just at the tip of the iceberg."

Jeans retailing for \$50 or more represent 3 percent of the \$5.26 billion jeans market, according to STS Market Research, based in Cambridge, Mass.

Crane said his brand's sales are 30 percent ahead of last year's levels. David Frankel, president of the U.S. operations of Mavi, said increased consumer awareness of what goes into high-end denim has helped boost demand.

"Two-hundred dollars for jeans is crazy," Frankel said. "There's got to be great reason and value in the product."

Mavi is approaching that price with the Nomad label, a spin-off launched last month that retails for as much as \$168.

Jeans vendors continue to focus on color and wash. More brands are preparing to roll out superskinny legs.

Wash types are fragmented, with consumers looking for a more personalized appearance. As a result, Frankel said, the wash story will likely be bipolar for 2005: "There are two styles that are very important: The clean look and the distressed look."

He said he expects cropped jeans and Caribbean colors to be a driver for spring.

Seven For All Mankind plans to focus on white jeans for spring, demand for which Crane said "has exploded for us." For fall, the company expects trouser-cut pants, styled more like dress pants than traditional five-pocket jeans, to be important. The company's planning to roll out a new, high-waisted style called the "Jagger."

Zana-Di, the junior denim brand, plans to expand its offerings of tops and activewear next year, said owner Assad Jebara.

At Jordache, which offers both a premium brand and a mass-priced iteration of itself at Wal-Mart stores, the company will continue its focus on the extremes of the market, said president Liz Berlinger.

"There are still pockets that are showing growth, but they appear to be the very low end and the very high end — fortunately, we're in both," she said.

— With contributions from Scott Malone

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— With contributions from Scott Malone

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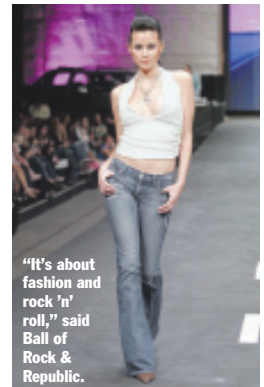
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# Denim Dish



Anoname Jeans will launch tops next fall.

## Anoname Tops Itself

Anoname Jeans is preparing to add tops to its assortment next year.

Its line will include a mix of basic T-shirts, woven shirts and some off-the-shoulder styles, which designer Melissa Hodgson described as "novel, but not too crazy."

"The tops will speak to the [jeans] line," she said. "They will be girly and vintage."

The items will wholesale for \$50 to \$58.

The Anoname denim collection bowed in Macy's East and West in October. Hodgson predicts wholesale volume of the line will reach \$3 million in its first year.

"Once we add tops, I could see that figure growing to \$10 million," she said.

On the denim side, some of the styles Hodgson has introduced recently include cropped jackets, flared skirts and jeans with rhinestone butterflies on back pockets, chain-belted boot-cuts and the signature back-pocket "A" logo in a number of colors. Jeans wholesale for \$39 to \$52.

"We're doing a white 'A' for January, a rainbow version for summer and a rhinestone style for holiday," Hodgson said.

Anoname Jeans also plans to shoot its first ad campaign next month, with the ads expected to break in magazines in March.

"We're experiencing something great right now," Hodgson said. "We have to run with it."

— Lauren DeCarlo

## Heavy Denim

As hip-hop artists jump into the apparel business, Nigel Mogg hopes his track record as a heavy-metal musician boosts a new jeans line.

Mogg, the bassist for London Quireboys, has launched a jeans line he named for himself, Mogg. In part of his bid to get it off the ground, he said he has given out 400 pairs to people such as Jerry Cantrell, former bassist for Alice in Chains, and Patti Hansen, wife of Rollings Stones guitarist Keith Richards. Through a connection with Davis Factor, co-owner of Smashbox Studios, Mogg said he was able to get a pair to Cameron Diaz.

"We don't have a lot of money for a big launch, but I think celebrities can help you go a long way," he said.

But Mogg, whose 1990 album included Spinal Tap-evoking numbers such as "Sex Party" and "Whippin' Boy," isn't relying on giveaways alone to build name recognition.

He has started marketing the line on a Web site, moggjeans.com, which Mogg said allows him to sell the jeans for a retail price of \$140. He's also wholesaling styles for \$67 to stores including Tracey Ross in West Hollywood, Calif., Some Odd Rubies in New York, Marshall Field's and Hub in Scottsdale, Ariz.

The apparel industry is new territory for Mogg, but he said he's learning quickly. The musician decided to create a jeans line after making a pair himself and getting compliments. He started selling Mogg jeans this fall, collaborating with his wife, the country singer and songwriter Angela Bruyere, and their friend, Shelly Moeller.

The partners have been schooled on the ins and outs of shrink-testing, sample-making and the supply chain.

"Everything takes six weeks," he said. "There's a lot of calling around and waiting for things to finish."

The rocker-inspired line consists of rigid denim in unisex styling featuring pockets ground with holes in a range of washes. The buttons are engraved with the Mogg "M" logo and the back pockets are oversized. For spring shipments, he is planning to add a knee-length skirt, and might follow up with white twill, perhaps including overalls and blazers.

First-year sales are projected to hit \$500,000, but Mogg isn't in a hurry to grow big. He's just back from a tour of Europe, where his band opened for Whitesnake. He also makes a living as a set dresser for TV commercials while he and his wife serve as the creative forces of the company and Moeller manages the business operations.

"I don't care if it takes awhile," he said. "I want it to be real and organic."

— Nola Sarkisian-Miller

Angela Bruyere in Mogg Jeans.



Sponsored by



## VF in Hog Heaven

VF Corp. said on Wednesday it agreed to acquire the assets of Holoubek Inc., the company that produces licensed Harley-Davidson T-shirts and other casual apparel.

The \$40 million business will be merged into VF's Imagewear unit, which produces licensed apparel and uniforms. Terms were not disclosed. The deal is expected to close in January.

The licensed products are sold through Harley-Davidson dealers.

— S.M.

## Avondale Promotes Hull

Avondale Mills Inc. has named Keith Hull as president and chief operating officer.

In his new role, Hull, who was president of marketing and sales, will pick up oversight of manufacturing and technical services. He will continue to report to chairman and chief executive officer G. Stephen Felker, who previously held the post of president. The chief operating officer title is new for Avondale.

In a statement, Felker said Hull will be "focused on deploying Avondale's resources in conjunction with the Western Hemisphere supply chain to present a viable, competitive alternative to the very aggressive offerings out of Asia," adding that "it is timely to create this position within Avondale."

Hull joined the Graniteville, S.C.-based textile firm in 1977 and worked his way up through the management ranks. He was first named a vice president of the company in 1989.

— Scott Malone

## Exec Changes at Isaacs

I.C. Isaacs & Co., the North American licensee for the Marithé & François Girbaud brand, promoted two executives this week.

Jesse De la Rama, who already served as vice president of merchandise planning, was given the additional title of chief operating officer. Eugene Wielepski, vice president of finance, secretary and treasurer, took on the additional role of chief financial officer.

The two executives take over duties previously held by Robert Conologue, who left the company on Nov. 29. He held those posts since February 2003.

They report to chairman and chief executive officer Peter Rizzo.

— S.M.

**Active Lifestyle**

**WORKING IN TANDEM**

Christy Turlington began the trend with the Nuala collection she started codesigning with Puma five years ago, and sport companies of all sorts are now working with top designers and celebrities for new lines.

The trend is heating up for spring with the launch of the fashion-forward activewear collection from Adidas and Stella McCartney, and the debut of a line from tennis firm Ellesse and British fashion label Eley Kishimoto. And it's likely more brands will get in on the action in 2005.

Other big-name collaborations include Reebok and musician Pharrell Williams; Puma and Neil Barrett; Adidas and Missy Elliott, and Adidas and Yohji Yamamoto.

These collaborative lines bring energy and trendy styling to the sports arena, and a boost to sales, industry executives said.

"We see the consumer wanting something new in her closet that expresses her style beyond performance," said Ellesse USA president Maria Stefano. "Today, Ellesse believes a new niche exists in the marketplace for the female consumer that wants designer fashion with a brand that has a sports personality."

Her company's new collection, called Eleykishimoto Ellesse, includes miniskirts, dresses, shorts and blouses, many of which have retro, Fifties-inspired prints.

The Stella McCartney line, which has been picked

Ellesse has a new collection with British designer Eley Kishimoto.

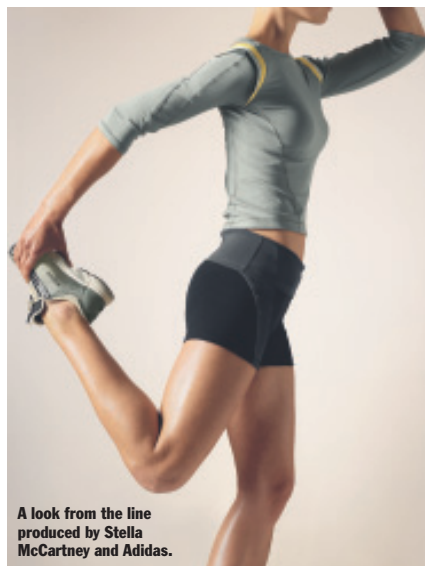


A woman's style from 96 Hours by Puma and Neil Barrett.

ELLESSE PHOTO BY GIOVANNI GRANNON



Everlast is using Supplex in its new Fitness Elements collection.



A look from the line produced by Stella McCartney and Adidas.

up by department stores such as Bloomingdale's and Nordstrom, includes a full line of performance activewear for running, swimming and fitness. The 58-piece collection includes footwear, accessories and clothing made in performance fabrics with fashion touches such as T-shirts with ribbons and shorts in a low-rise fit.

Among other collaborations, 96 Hours, Puma's two-year-old line with former Gucci designer Neil Barrett, was expanded this fall to include a wider selection of women's offerings and more accessories, and for the first time, it had its own advertising and marketing campaign. For spring, 96 Hours includes a collection of footwear, accessories and apparel for women and men inspired by the theme of motocross.

In addition to 96 Hours and Nuala, The German sport and lifestyle company now sells Mahanuala, a Nuala spin-off that also is designed with Turlington and debuted this year as a technical yoga line.

Even ski firm Rossignol is getting into the collaborative spirit with its new partner, design house Emilio Pucci. The firms are developing a selection of technical outerwear, knitted sweaters and base layers such as turtle-necks, all of which are made using existing Pucci prints. It will debut at retail in late summer for the 2005-'06 ski season.

— Melanie Kletter



**TREND WATCH**

Activewear has moved far beyond workout attire, and for spring, offerings in this sector continue to blend fashion elements with traditional sport properties and fabrics. Companies are updating their looks to include more color and looser, yoga-inspired silhouettes and lifestyle looks designed to fit women's active lives.

Newcomers such as Material as well as established firms such as Everlast and Puma, are tweaking their offerings with more fashion-forward styles, and retailers also are embracing these looks for the new year.

Lucy, the online merchant starting a national store push, is seeking to build a business with apparel that can be worn for a range of activities, said new president Michael Edwards. Even at health clubs such as Equinox Fitness, the merchandise mix is shifting to include more lifestyle offerings, not just activewear looks, said buyer Marian Baker. She is increasing her offerings of brands such as Fred Perry, Velvet and Splendid for the spring season. Also on the trend front for spring are more offerings with wicking and moisture-management properties. Activewear firms such as Nike, Danskin and even The North Face have added these types of properties to their spring collections. Everlast is introducing a collection called Fitness Elements that includes activewear for women made of Supplex fabric.

— M.K.

**MASS ATTACK**

Reflecting the strength and fast growth of retailers such as Target and Wal-Mart, activewear companies are aggressively moving into the mass arena by purchasing brands already sold in that channel, or developing subbrands for these retailers.

Nike recently bought Official Starter Properties, the company that owns the Starter mass apparel and footwear brand, as a way to expand its distribution and enter this channel, while Champion launched a line called C9 at Target. Danskin has been among the most active in this area, having inked deals with Target and Wal-Mart.

"This is a way of getting our products and our brand out to customers who may not have had the ability to have it," said Carol Hochman, Danskin's chairman and chief executive officer.

Looking ahead to 2005, the move into mass will likely have an impact on the distribution of brands throughout the sports channel, and some executives from smaller brands feel these changes may be beneficial to them. Brands selling to Wal-Mart and Target often find it difficult to continue selling their brand in the upper-tier channels, said Norm Zwiail, president of The Marika Group, which may make it possible for smaller brands to gain a stronger foothold in sporting good chains and department stores.

Nonetheless, as mass retailers continue their fast expansion across the U.S. and into international markets, more activewear companies likely will continue to grow their presence in this arena, as well.

— M.K.

◀ Styles from Danskin Now, a line sold at Wal-Mart.



◀ Material sells activewear designed for the gym and beyond.

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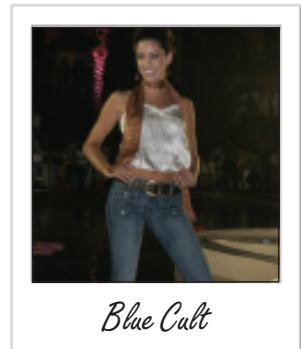
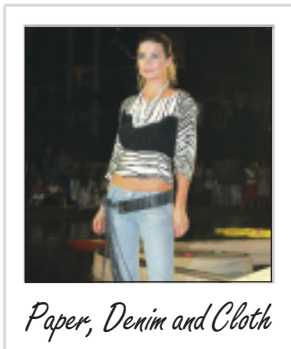
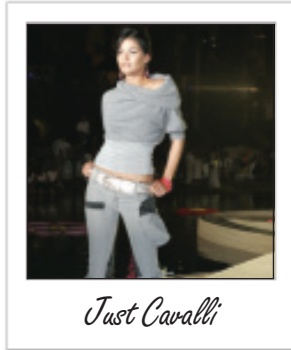
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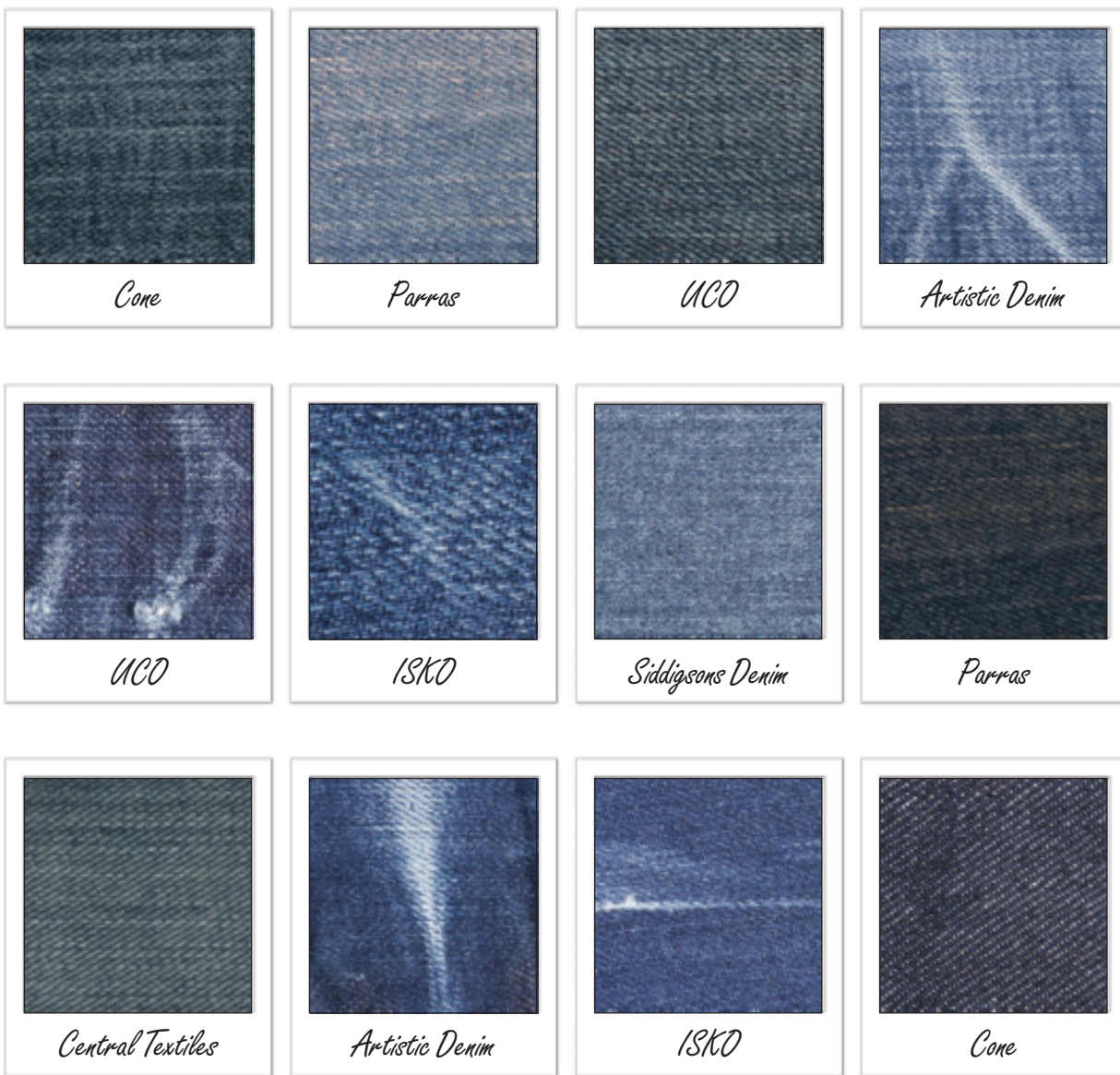
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Active Lifestyle

Tefron has a new division to supply activewear.



**TEFRON TARGETS ACTIVE**

Among those starting new divisions is Tefron Ltd., the Israeli seamless garment manufacturer, which has launched an activewear business segment called SID, or Sports Innovation Division. Based in Lake Oswego, Ore., the division will supply seamless garments and performance items to companies including Nike, Patagonia and Reebok, according to Amit Tal, who is heading up SID.

"We saw the potential to bring innovations to this market," said Tal, who noted that the company wanted to be near Portland to be close to companies such as Nike.

He declined to give sales projections, but said the company sees SID as a "significant growth area" that could account for one-third of total sales as early as next year. Tefron's sales in 2003 were about \$163.1 million.

SID also plans to develop a design studio at its Oregon headquarters where it will work on developing advanced technologies such as 3-D design, Tal said. The activewear products are produced primarily in Israel, where Tefron's headquarters and many of its factories are located, he noted.

Tefron, which saw its sales decline 14.3 percent in 2003 from 2002, has been expanding its business to diversify its holdings. The company last year bought Macro Clothing Ltd., a swimwear firm, and has been rapidly building up its swim division, including the recent launch of the Lea Gottlieb line. Tefron also supplies companies such as Victoria's Secret, Gap and Banana Republic.

— Melanie Kletter

**EXECUTIVE SHIFTS**

Prominent sports companies are experiencing some major leadership shifts, and the impact will likely be felt in this sector during 2005.

Philip Knight, Nike's co-founder, president, chairman and chief executive officer, will no longer run the day-to-day operations of the company he founded 34 years ago and built into a global powerhouse. Knight's successor, William D. Perez, comes from consumer products firm S.C. Johnson.

"I was drawn to this company because the Nike brand perpetually stays current, making it one of the best managed on the globe," Perez said.

Jay Margolis, who had been president and chief operating officer at Reebok International, is another executive who has stepped down. His duties have been taken over by Paul Fireman, Reebok's chairman and ceo, who will now also oversee the day-to-day leadership of the \$3.5 billion athletic giant. The move comes as Reebok seeks to shore up its apparel business and develop a stronger presence.

Fila is also adjusting to new leadership. After a rocky period when the brand was bought out by Sport Brands International, Steve Wynne assumed the presidency in February and is revamping the business, although he has remained tight-lipped about the changes. The company next year is to unveil its new direction for fall 2005 with an overhauled marketing plan and new merchandise direction.

In the retail sector, The Sports Authority, the nation's largest sport chain, last month lured David Campisi from Kohl's Corp. to be president of merchandising. Campisi, who replaced Elliott Kerbis, joins a retailer that has been trying to update its format and boost its offerings of higher-priced apparel. TSA also owns Gart Sports, Sportsmart and Oshman stores, for a total of 386 units; Campisi will oversee merchandising for all divisions.

— M.K.



William D. Perez is the new chief executive at Nike Inc.



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The Beat

# Taking Center Stage

**THE "CELEBRITY AS DESIGNER" IS ALIVE** and well in the contemporary/junior sportswear arena. But as celebrity lines become ubiquitous, even the stars are realizing it's no longer about simply slapping their names on products. They actually have to take a role in the design.

The hazards of not doing so are becoming apparent. For example, when Fetish launched in 2003 with the Innovo Group Inc., performer Eve wasn't happy with the results. "It wasn't a true reflection of Eve's personal style," said Julie Wilcher, senior vice president of Fetish and Eve's mother. "She was rarely seen in any of the pieces produced in the collection."

In May, Eve switched gears and signed a licensing agreement with Marc Ecko of the \$350 million Marc Ecko Enterprises. A relaunch is slated for fall 2005. The refurbished line will include more dressed-up pieces like pinstripe denim suits and an outerwear collection that includes leather.

Wilcher characterized the collection as junior with contemporary influences. "There are some things that are really basic, like Ts, but then there are things that are more sophisticated. It's for girls as young as 13 but can reach a woman who's 30 years old."

The current design team is a mix of designers who launched the line, along with Chinyere Ugoji, creative director, and Giovanni Ravello, head designer, both formerly of Rocawear.

"Eve gives direction and they execute based on her direction," Wilcher said.

For 2005, the brand will focus on expanding its international appeal by entering markets in Japan, Italy and Germany. While there are no plans for a freestanding store, Wilcher admits it's always a possibility. "That's definitely of interest to Eve," she said.

Jennifer Lopez's women's collection, JLo by Jennifer Lopez, is increasing its glam factor next year — and the star is taking a more hands-on role.

"We're taking our whole quality up," said

Andy Hilfiger, co-founder and director of Sweetface Fashion Co., the masterbrand for JLo. "We're still building our design team, but we're making everything more luxurious and upscale. We're doing sexy, innovative designs that Jennifer has designed."

Hilfiger believes the more expensive products are the ones that sell best for JLo. "Our customer likes luxury," he said. "Our \$200 watches and \$150 jackets are selling very well."

The line, like Lopez, has evolved over the years. "In the beginning, we were a bit more hip-hop," Hilfiger said. "But now, it's just fashion chic. It's urban, but it's sexy."

JLo will also be launching a footwear collection in March. "Now JLo really represents Jennifer's look from head to toe," he said. The company already has swimwear, accessories, lingerie and three fragrances.

For 2005, Hilfiger said there will be a huge focus on JLo's international growth. Currently, there is one freestanding store in Moscow. "We have 40 percent sell-throughs every week in Moscow," he said. Hilfiger said they are considering opening more stores in Eastern Europe.

Actress and singer Mandy Moore launched her T-shirt line Mblem for spring 2004 and has seen great response from buyers nationwide.

"We'll be in 500 boutiques in spring," said Kristi Kaylor, president of 2 Love, the parent company of Mblem. Kaylor said she would like to add better department stores to the mix eventually.

"We're going to expand the collection for fall 2005 to include sweatsuits, jackets and hoodies," she said.

Vintage, brightly colored Ts are at the core of Mblem. "Mandy picks all the colors and approves all the designs," Kaylor said. "All the bodies are fashion-driven in a really soft shirt fabric." The wholesale price range of the Ts is between \$24 and \$28.

"Ts are such a good business but really, this truly is Mandy's vision," Kaylor said.

"This is a very important time for celebrities," said Andrew Kirpalani, chairman of JS



Eve's collection, Fetish, will relaunch for fall 2005.

Brand Management, a newly formed company to develop, market and distribute various categories under the Jessica Simpson and Sweet Kisses brand names.

"They're on the cover of every magazine and it's really coming on strong," he said.

Simpson's juniors' collection is slated to launch for back-to-school 2005. "Hopefully, we'll be in retail stores around June or July," Kirpalani said.

The line will target her core demographic, girls aged 13 through 24. "Jessica is the kind of girl that relates to the masses," Kirpalani said. "She can take a pair of \$30 jeans and while she'll pair them with Louis Vuitton shoes, she mixes things nicely."

Jeans in the Sweet Kisses by Jessica Simpson collection will retail in the range of \$39 to \$60, while jackets will retail for \$40 to \$60. "There's a whole team of designers who are currently working on the collection," he said. "Jessica will approve everything."

The line will launch in department stores but eventually expand to specialty boutiques. "The line will be priced in the moderate price range," Kirpalani said. "It won't be very expensive — Jessica will make sure of it."

— Lauren DeCarlo

## Rachel Roy's On a Roll

**RACHEL ROY BROKE ONTO** the scene with her label just over a month ago, and while her spring collection hasn't even shipped yet, buyers are already anticipating her fall designs.

"I'm almost done with fall and holiday for 2005. The collection is much bigger than what I started with for spring," said Roy. Her spring offering includes sexy beaded backless tops, but for fall, the focus is on slacks.

"We're introducing slacks similar to the Katayone Adeli fit, because I and the girls on staff all miss her pants," Roy said. "We felt a void for nice suiting — not an exact matching suit, but something a bit



Rachel Roy in one of her tops.

more contemporary and young that fits great."

Roy's spring collection has been a hit with buyers: In addition to specialty boutiques across the U.S., the Rachel Roy label will retail in Henri Bendel and Big Drop in New York and in boutiques in London and Monaco. Wholesale prices range from \$35 to \$214.

"The first time I saw it, I loved it," said Emily Chen, buyer at Big Drop. "No other designer is doing anything like this. It's young and funky and can go from day to night. We bought 70 percent of her spring collection."

In addition to designing her own line, Roy maintains her title as creative director for Rocawear's women's and children's collections.

"I'm finding that I need an assistant," she said with a laugh. "My hours are definitely longer, but I sometimes bring my [five-year-old] daughter to work and I just get it done."

— L.D.



JLo by Jennifer Lopez will become more luxurious in the new year.



Jessica Simpson's new clothing line will be called Sweet Kisses by Jessica Simpson.



Mandy Moore's collection, Mblem, will retail in more than 500 boutiques for spring.

RACHEL ROY AND EVE PHOTOS BY JOHNNY NUNEZ/WIREIMAGE; JENNIFER LOPEZ PHOTO BY JAMIE MCCARTHY/WIREIMAGE; JESSICA SIMPSON AND MANDY MOORE PHOTOS BY STEVE GRANITZ/WIREIMAGE

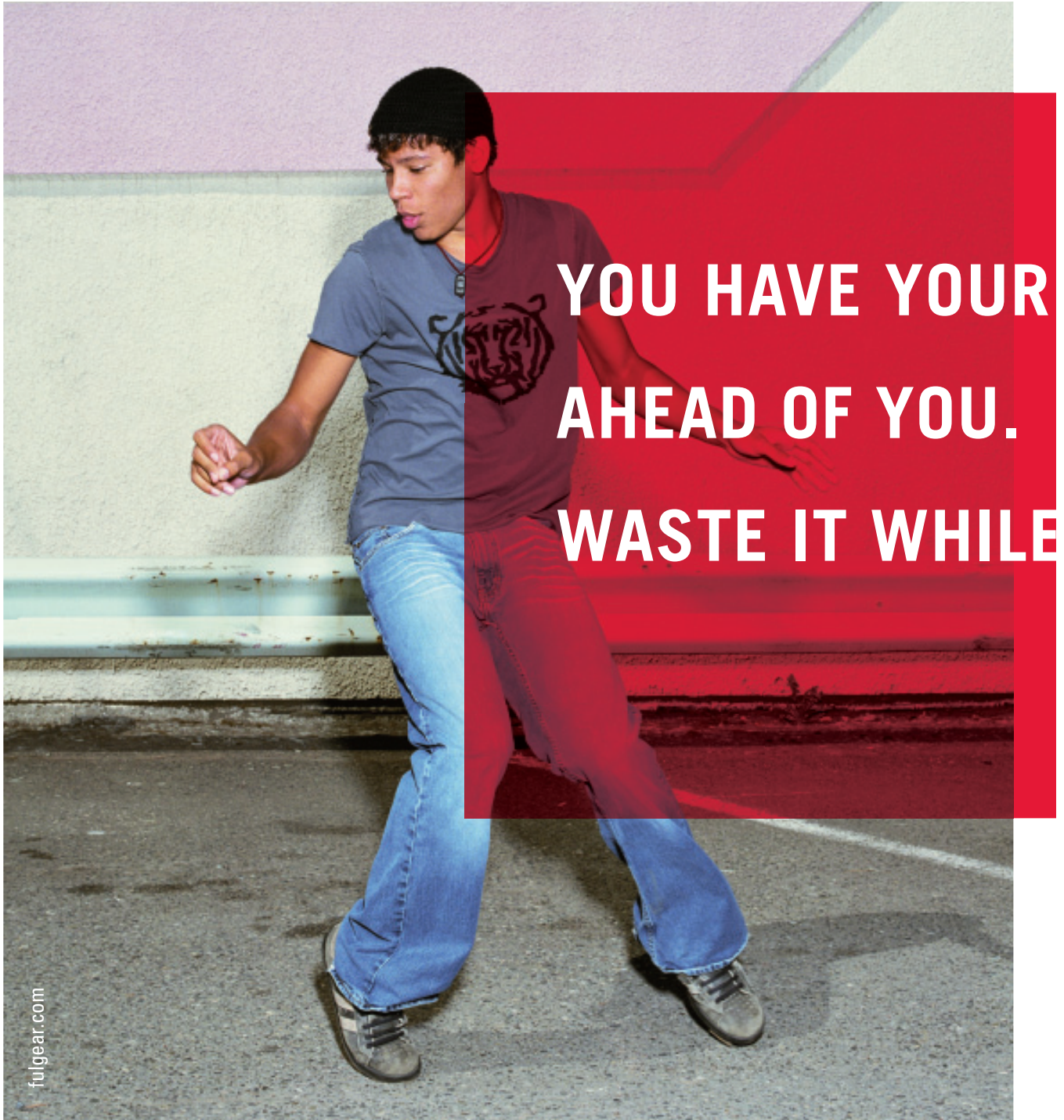


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Swim Report



Swimwear is a new category for Diane von Furstenberg.

POOL PARTY

It's getting crowded in swimwear as many designers and fashion firms dive in for spring. Diane von Furstenberg, Juicy Couture, Choice Calvin Klein, St. John Knits, Cosabella, Tocca, Izod, Lacoste and Penguin are among the newcomers jostling for retail space.

Most of the new lines are made under license by large manufacturing companies that specialize in swimwear: Swimwear Anywhere makes swimwear for Juicy Couture and Carmen Marc Valvo as well as DKNY, while Italian firm Montero is making the DVF line, which includes cover-ups and scarves as well as swimsuits.

Raj Manufacturing is producing the St. John Knits swimwear collection and also makes licensed swimwear for Guess. Tocca, Lacoste and Penguin make swimwear in-house. Among other licensed deals, Warnaco Swim Group manufactures Choice Calvin Klein and Nautica swimwear, while Kellwood is producing Izod's new swim line.

Swimwear was also a favorite on the fashion runways this season, shown by Louis Vuitton, Carmen Marc Valvo and Versace.

Fashion companies view swimwear as a way to round out their assortments, pump up sales and build their businesses as lifestyle brands. While swimwear has long been viewed as a seasonal category, the business has now become more year-round because of increased travel and greater recognition of swimwear as a fashion item, similar to sunglasses and handbags.

Women's swimwear sales were \$2.2 billion from June 2003 to May 2004, up 5 percent over the previous year, according to The NPD Group, a marketing information company.

Warnaco Swim continues to expand its offerings in the swim category. The fast-growing division of Warnaco Group owns Anne Cole and Catalina, distributes Speedo in the U.S. and makes swimwear for Nautica under license, as well as Choice. It will begin producing Michael Kors swimwear for cruise 2006. It also just introduced Speedo Platinum, a fashion-forward collection.

"I think there is room in the market now for strong brands," said Kathy Van Ness, executive vice president, Warnaco Swim Group. "Across all channels, stores are extending the season for swimwear."

Lacoste's creative director Christophe Lemaire said his company decided to offer swimwear after getting a strong reaction from press and customers at its runway show. The Lacoste swim collection has six styles, including halter bikini tops, low-rise bottoms and cutout one-pieces in colors such as royal blue and pink.

The Lacoste brand has been updated and revived in the last few years, with new silhouettes and a store expansion program; swim is part of a plan to grow the label into a lifestyle line.

— Melanie Kletter



Juicy Couture's first swimwear line is full of flirty, girly looks.



Speedo Platinum has fashion-forward looks.



Lacoste is another swimwear newcomer.



Op is now owned by Warnaco Swim Group.

DVF PHOTO BY THOMAS ANNICONE; JUICY COUTURE BY DOWARD SARBELLA; LACOSTE BY DAVID TURNER

FISHING FOR BRANDS

The swim market has turned into a hotbed of acquisitions. Among recent deals: Beach lifestyle company Ocean Pacific Apparel Co. was purchased by Warnaco, while manufacturer Waterfront Design Group LLC, which makes Rampage and other lines, was bought by Apparel Ventures Inc.

Op will likely become a lot more visible now that it is part of the Warnaco fold. Warnaco executives said they plan to build the brand into a \$1 billion player by expanding both domestic and international distribution and opening signature stores.

Richard "Dick" Baker is staying on as president of OpAC, which is now part of Warnaco's Swim Group. In a recent interview, Warnaco president Joseph Gromek said the company will likely tap Baker to help the company extend its other swimwear brands.

Apparel Ventures, meanwhile, intends to manage Waterfront separately to maintain the character of each company. AVI has created a separate subsidiary, Blue Water Design Group Inc., to take over Waterfront's assets. Waterfront was founded in 2001 by swimwear veteran Howard Geller, who will remain with the company. Geller said the purchase gives his company backing needed to expand. Both of these companies are based in Los Angeles.

Some acquisitions haven't been so easy, however: Perry Ellis International purchased Jantzen in 2002, and the company said earlier this month that Jantzen and the swim division hurt its financial performance in the recently completed third quarter.

Nonetheless, Jantzen is being reenergized for 2005 with a collection of swimwear that is more fashion-forward. After the company's rebranding effort for spring, the line has more looks, with details such as stripes, piping, V-necks and belts. The collection has moved away from florals and other patterns that used to dominate much of the styling. — M.K.



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# The WWD List

## European Paychecks

The 20 European executives of public fashion and apparel companies with the highest remuneration packages.

Tom Ford and Domenico De Sole top the list of most highly compensated European fashion and apparel executives, even though they exited Gucci in May. In general, Continental honchos had a good year in 2003. Strong sales of luxury goods and improved profits at several firms ensured that chiefs received at least part of their restricted bonuses. At companies such as Benetton and Fin.part, departing executives left with hefty door prizes.

<p><b>1</b></p> 	<p><b>TOM FORD, FORMER VICE CHAIRMAN AND CREATIVE DIRECTOR, GUCCI GROUP NV</b>  <b>2003 compensation: \$4.69 million</b>  <b>2002 compensation: \$4.8 million; change: -2.3 percent</b>            Tom Ford may not be cashing bonus checks for nearly \$2 million as he did in 2002, but he can't complain too much. His \$4.69 million compensation package included a guaranteed bonus of \$1.16 million. The designer, who is said to be considering potential film projects, has been promoting his new book and was recently appointed to the advisory board at Sotheby's.</p>
<p><b>2</b></p> 	<p><b>DOMENICO DE SOLE, FORMER CHIEF EXECUTIVE OFFICER, GUCCI GROUP NV</b>  <b>2003 compensation: \$3.27 million</b>  <b>2002 compensation: \$2.4 million; change: 36.2 percent</b>            De Sole may miss the perks associated with running one of the world's more sought-after designer brands, but there's one he won't have to give up: He and his wife will receive free health coverage for the rest of their lives. De Sole exited on a high note, declaring fourth-quarter operating profits for the Gucci brand of \$206.4 million.</p>
<p><b>3</b></p> 	<p><b>PIERRE GODÉ, ADVISER TO THE CHAIRMAN, LVMH MOÛT HENNESSY LOUIS VUITTON SA</b>  <b>2003 compensation: \$3.15 million</b>  <b>2002 compensation: \$2.35 million; change: 34 percent</b>            An LVMH veteran, Godé has been with the French luxury giant since 1989 and ranks as the highest-paid fashion executive in France. Godé is Bernard Arnault's right hand and a chief legal strategist. Godé's remuneration included \$3 million in salary and \$88,854 in director's fees.</p>
<p><b>4</b></p> 	<p><b>ROSE MARIE BRAVO, CEO, BURBERRY LTD.</b>  <b>2003 compensation: \$3.13 million</b>  <b>2002 compensation: \$9.2 million; change: -65.9 percent</b>            Bravo received a base salary of \$1,568,000 and a 100 percent bonus equal to that salary for her stellar performance in the 2003-2004 fiscal year. Bravo also took home shares worth 5.3 million pounds (\$9.8 million) in August. Bravo's 2002 compensation included a \$6 million bonus, the fruit of a long-term incentive plan set in 1998.</p>
<p><b>5</b></p> 	<p><b>LUIGI DE PUPPI, FORMER CEO, BENETTON GROUP SPA</b>  <b>2003 compensation: \$3 million</b>  <b>2002 compensation: \$905,504; change: 231 percent</b>            Luigi De Puppì left Benetton in May of last year, and his salary reflects an unspecified but sizable exit package. Benetton said De Puppì left because he had completed his mandate to sell off the company's unprofitable sporting goods brands, including Nordica and Rollerblade.</p>
<p><b>6</b></p> 	<p><b>ANTONIO BELLONI, GROUP MANAGING DIRECTOR, LVMH MOÛT HENNESSY LOUIS VUITTON SA</b>  <b>2003 compensation: \$2.92 million</b>  <b>2002 compensation: \$1.6 million; change: 82.5 percent</b>            Antonio Belloni joined the French luxury giant in 2001 after a 22-year career at Procter &amp; Gamble. He is widely credited with engineering the strategy that has seen LVMH focus resources on star brands, while tailoring new strategies for the individual businesses. Belloni's compensation package included \$2.83 million in salary and \$82,650 in director's fees.</p>
<p><b>7</b></p> 	<p><b>FRANCESCO TRAPANI, CEO, BULGARI SPA</b>  <b>2003 compensation: \$2.8 million</b>  <b>2002 compensation: \$1.74 million; change: 61 percent</b>            Bulgari has spent the last year or so cutting costs to grow its profits. It has also been launching new products and working to open Bulgari-branded hotels through a joint venture with Marriott International. Bulgari beat analysts' expectations for the third quarter by posting a 50 percent jump in net profits and growing sales by 11 percent to \$269 million.</p>
<p><b>8</b></p> 	<p><b>JEAN-LOUIS DUMAS, EXECUTIVE CHAIRMAN, HERMÈS INTERNATIONAL</b>  <b>2003 compensation: \$2.65 million</b>  <b>2002 compensation: \$2.14 million; change: 23.8 percent</b>            Dumas' salary included \$1.1 million in director's fees. Dumas, a direct descendent of Thierry Hermès, founder of the firm, in 2003 tapped Jean Paul Gaultier as creative director for the fashion house. Dumas named Patrick Thomas as co-chief executive of Hermès. The two men will share duties, with Dumas devoting more time to artistic direction and strategy and Thomas taking the lead in day-to-day operations.</p>
<p><b>9</b></p> 	<p><b>GIANLUIGI FACCHINI, FORMER CEO, FIN.PART SPA</b>  <b>2003 compensation: \$2.64 million</b>  <b>2002 compensation: \$2.82 million; change: -6.3 percent</b>            Yet again, the cash-strapped and debt-laden parent company of Cerruti managed to pay some hefty salaries in 2003 to two key executives who have since left the company. Fin.part is still waiting to hear if the banks can lend it the funds needed to restructure the company.</p>
<p><b>10</b></p> 	<p><b>BERNARD ARNAULT, CEO, LVMH MOÛT HENNESSY LOUIS VUITTON SA</b>  <b>2003 compensation: \$2.57 million</b>  <b>2002 compensation: \$1.59 million; change: 61.6 percent</b>            His remuneration package may be less than LVMH executives Pierre Godé and Antonio Belloni, but as owner and chairman of the luxury conglomerate, Arnault still ranks as the richest man in France, with a net worth of about \$7 billion.</p>

SOURCE: COMPANY REPORTS, CALCULATED AT THE EXCHANGE RATE OF DATE OF PRESS WHERE 1 EU EQUALS \$1.335; COMPENSATION EQUALS SALARY PLUS BONUS. IN CASES WHERE EXECUTIVES DID NOT APPEAR ON LAST YEAR'S LIST, PERCENTAGE CHANGE WAS CALCULATED USING EXCHANGE RATE WHERE 1 EU EQUALS \$1.176 AS OF BOOK OF LISTS' 2003 PRESS DATE. THE FIXED AND VARIABLE REMUNERATIONS AT LVMH REPRESENT THE AMOUNT COLLECTED AFTER DEDUCTION OF FRENCH SOCIAL SECURITY, CONTRIBUTIONS AT THE FLAT RATE OF 5 PERCENT AND INCOME TAX AT THE FRENCH MARGINAL TAX RATE OF 48.09. GROSS COMPENSATION IS APPROXIMATELY TWICE THE AMOUNTS SHOWN.

PHOTOS: TOM FORD: JIM SPELLMAN/WIREIMAGE; ROSE MARIE BRAVO: GREG KESSLER/PATRICK MCKILLIAN/PMC; ANTONIO BELLONI: LUCAS SCHIFFRIST/ANDOLU; FRANCESCO TRAPANI: STEVE AZZAROVIC/REUTERS; JEAN-LOUIS DUMAS: STEPHANE CARDINALEZ/CORBIS; BERNARD ARNAULT: JIM CELESZ/PATRICK MCKILLIAN/PMC

<b>11</b> 	<p><b>SERGE WEINBERG, CHIEF EXECUTIVE, PINAULT-PRINTEMPS-REDOUTE SA</b>  <b>2003 compensation: \$2.49 million</b>  <b>2002 compensation: \$2.32 million; percent change: 7.3</b>            With the departure of former Gucci creative director Tom Ford and ceo Domenico De Sole, Weinberg, ceo of the French retail and luxury conglomerate Pinault-Printemps-Redoute, has been busy. Under Gucci Group's new ceo, Robert Polet, there have been a string of defections from Gucci, and industry sources suggest there could be more as PPR brass assert a new corporate culture and turn up the pressure for a quick return on its investment. Weinberg refers to the company as "the New PPR."</p>
<b>*12</b> 	<p><b>SILVANO STORER, FORMER CEO, FIN.PART SPA</b>  <b>2003 compensation: \$2.13 million</b>  <b>2002 compensation: \$1.54 million; percent change: 38</b>            Gianni Mazzola has taken over as chairman and ceo of Fin.part, but auditors still haven't approved the company's accounts, and the firm defaulted on more than \$250 million worth of bonds. Storer's salary included a \$1.28 million bonus.</p>
<b>*13</b> 	<p><b>LUCIANO BENETTON, CHAIRMAN, BENETTON GROUP SPA</b>  <b>2003 compensation: \$2.13 million</b>  <b>2002 compensation: \$2.13 million; percent change: 0</b>            While the Benetton family members said last year that they were taking a step back from the management of their core clothing business, Luciano and his brother, Carlo, and sister, Giuliana, are still considered the faces behind the well-known brand.</p>
<b>*14</b> 	<p><b>CARLO BENETTON, DEPUTY CHAIRMAN, BENETTON GROUP SPA</b>  <b>2003 compensation: \$2.13 million</b>  <b>2002 compensation: \$2.13 million; percent change: 0</b>            Benetton said last year's sale of its sporting goods business, along with currency fluctuations, bit into first-quarter sales, which slipped 14.1 percent to \$452.1 million. The company tapped Alessandro Benetton as co-vice president of the company. Alessandro, the 40-year-old son of family patriarch Luciano, is considered the heir to the family fortune.</p>
<b>*15</b> 	<p><b>GIULIANA BENETTON, DIRECTOR, BENETTON GROUP SPA</b>  <b>2003 compensation: \$2.13 million</b>  <b>2002 compensation: \$2.13 million; percent change: 0</b>            The company said it anticipates full-year sales of 1.75 billion euros, or \$2.13 billion, rather than the 1.8 billion euros, or \$2.19 billion, it forecast at the first-quarter mark. Sales of casualwear, which account for about 90 percent of total revenue, should lose 1 to 2 percent this year. The company began wholesaling its accessories collection to department stores in July.</p>
<b>16</b> 	<p><b>GERHARD WEBER, CEO, GERRY WEBER AG</b>  <b>2003 compensation: \$1.72 million</b>  <b>2002 compensation: \$2.04 million; percent change: -15.6</b>            Germany's third-largest women's wear manufacturer saw sales decline 11.5 percent in its fiscal year ended Oct. 31, 2003, partly due to the discontinuation of the Yomanis and Court One brands. This, coupled with restructuring expenses, weakened earnings by more than 40 percent, to \$11.7 million from \$20 million the previous year.</p>
<b>17</b> 	<p><b>WOLFGANG LEY, CEO, ESCADA AG</b>  <b>2003 compensation: \$1.38 million</b>  <b>2002 compensation: \$734,360; percent change: 88</b>            Although Escada suffered a loss in 2002-2003 and sales fell 19.7 percent to \$807 million, management board compensation rose, reflecting remuneration for group earnings of the previous year. Fiscal 2002-2003 was marked by major restructuring and cost-cutting. The group is forecasting an aftertax profit and stable sales for fiscal 2003-2004. The total remuneration for the Escada board was \$4.62 million, compared with \$2.25 million in 2002.</p>
<b>18</b> 	<p><b>ANTONIO FAVRIN, VICE CHAIRMAN AND CEO, MARZOTTO SPA</b>  <b>2003 compensation: \$1.24 million</b>  <b>2002 compensation: \$1.31 million; percent change: -5.3</b>            Marzotto has a full agenda: to grow its core Valentino and Hugo Boss divisions and other clothing operations, and reduce losses at its struggling textile operations. Valentino is a priority. The recently launched diffusion line Valentino R.E.D. is believed to be selling well, and the fashion house is focusing on high-end products such as wedding gowns.</p>
<b>*19</b> 	<p><b>GEORG KELLINGHUSEN, CHIEF FINANCIAL OFFICER, ESCADA AG</b>  <b>2003 compensation: \$1.21 million</b>  <b>2002 compensation: \$645,302; percent change: 88</b>            In October, Escada grossed \$117 million through a capital increase and convertible bond issue. The cash flow was used to decrease the company's debts. In November 2003, the company sold its 90 percent stake in Louis Féraud GmbH as part of its strategy to concentrate on its core Escada business.</p>
<b>*20</b> 	<p><b>BEATE RAPP, CHIEF OPERATING OFFICER, ESCADA AG</b>  <b>2003 compensation: \$1.21 million</b>  <b>2002 compensation: \$645,302; percent change: 88</b>            The German fashion group cut 20 percent of its workforce, or about 850 jobs, in 2003 as part of a restructuring and cost-cutting effort. It also plans to close about 20 of the 183 Escada shops around the world and 15 Primera and Laurel shops. Escada USA's interest in Badgley Mischka has been divested to Candie's Inc.</p>

\*INDICATES A TIE

# Lampert in Pursuit of Castagna

Continued from page one  
going to make a decision for a while."

Castagna is expected to make a decision after the holidays. Kmart Holdings Corp. did not return calls for comment.

Castagna, the former chairman and ceo of J.C. Penney's stores, catalogue and Internet operation, left the retailer last month. Although considered the front-runner to succeed Allen Questrom, who retired on Dec. 1, as chairman and ceo of J.C. Penney Co., that post instead went to former LVMH Moët Hennessy Louis Vuitton executive Myron Ullman 3rd.

Because there was no noncompete restriction in her employment agreement with Penney's, Castagna is free to work with any retailer.

Castagna's name was linked to Sears as a possible addition to the retailer's executive team almost immediately after the appointment of Ullman to the top Penney's spot. It came up again when Kmart announced its planned purchase of Sears, a week after Castagna left Penney's. With a background at Penney's, Wal-Mart and Target, Castagna seems a natural fit for a role at the Kmart-Sears merged company.

"I could see Vanessa in the new holding company. Eddie Lampert is a strong chairman, but the key, and what this new company needs, is a very strong merchant," said investment banker Peter Solomon of Peter J. Solomon Co.

According to several sources, Sears and Office Depot have been closely eyeing Castagna.

Elaine Hughes, who heads the executive search firm that bears her name, observed, "I think very well of Vanessa Castagna. She has certainly a proven track record from one environment to another, particularly the last one at Penney developing the strategy for the successful turnaround of a company at the midtier level. Going from a mass chain like Wal-Mart to a midtier retailer like Penney, and focusing on strategizing a turnaround and brand positioning, is similar to what one would have to do at Sears. Sears needs a review of its existing strategy, as well as [direction] on how to position it as a meaningful retailer."

At Sears, Castagna could work on refocusing its apparel offerings, as well as taking on the responsibility of merging the Sears and Kmart Holding Co. operations. In the combined company, which will be



Edward Lampert, Aylwin B. Lewis and Alan J. Lacy at the announcement of the Kmart acquisition of Sears.

**“What this new company needs is a very strong merchant.”**

— Peter Solomon, Peter J. Solomon Co.

## Vanessa Castagna's Résumé



- **Aug. 1999-Nov. 2004:** Executive vice president and chief operating officer of J.C. Penney stores division, merchandising and catalogue.
- **1996 to Aug. 1999:** Senior vice president and general merchandise manager of women's and juniors' apparel, intimate apparel and accessories and children's apparel at Wal-Mart.
- **1994 to 1996:** Senior vice president and general merchandising manager for home decor, domestics, furniture, crafts and children's apparel at Wal-Mart.
- **1992 to 1994:** Held several senior-level positions, including senior vice president, general merchandising manager for women's and juniors at Marshalls stores.
- **1985 to 1992:** Vice president of merchandising for women's at Target.
- **1972:** Began career at Lazarus, a division of Federated Department Stores. Held positions of senior vice president and general merchandise manager.
- **1971:** Graduated from Purdue University with a degree in psychology and speech education.

known as Sears Holding Corp., Lampert, who is currently chairman of Kmart Holding Corp., will become chairman, and his firm, ESL Investments, will hold a 42 percent stake in the new group.

One potential roadblock is that Castagna is more interested in filling a ceo spot, sources said, rather than being just a chief merchant.

So far, the top spot isn't available at Sears Holding. Alan J. Lacy, chairman and ceo of Sears, Roebuck and Co., will become vice chairman and ceo of Sears Holding. Aylwin B. Lewis, president and ceo of Kmart, will become president and ceo of Sears Retail.

On the other hand, the open position at Office Depot, while it carries the ceo title, might not be the one that Castagna had in mind. One executive recruiter in New York said that, while Castagna has the merchandising and executive skills that are translatable to turning around a nonapparel operation, the issues inherent in the office supply chain's operation have made it difficult for the retailer to find someone willing to take on the challenge.

Since leaving Penney's on Nov. 14, Castagna has been busy exploring opportunities and examining different offers, one source familiar with the situation said. She has been contacted by both big and small retailers in need of talent, as well as by investor groups, the source added.

When Castagna left Penney's, she said it was "an intense and a difficult decision, but the time is right."

Ken Hicks, president and chief operating officer of stores and merchandise operations at Penney's, took on Castagna's responsibilities as a transitional step, the company said last month. Ullman, who took the helm from Questrom last week, held top executive spots at LVMH, the DFS Group and Macy's.

"I'm not surprised that [Castagna's] phone is ringing off the hook. She is a very accomplished merchant and a great executive," said Hal Reiter, chairman and ceo of executive recruiting firm Herbert Mines.

Considered a talented merchant with the right combination of merchandising and operational skills, and one who is a team-builder, Castagna has vast experience on the apparel side. As senior vice president and general merchandise manager for women's, she ran the apparel business at Wal-Mart, giving it a more focused presentation. Castagna also helped revive the apparel operation at Penney's.

Prior to Wal-Mart, Castagna was a gmm at Target and also held posts at Federated Department Stores.

— With Contributions from David Moin and Arthur Zaczkiewicz





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# Stock Downgrades: Chinks in

By Katherine Bowers and Meredith Derby

**NEW YORK** — Is Wal-Mart Stores Inc. getting so big — at least in the U.S. — that its expansion is at the expense of sales growth? At least one analyst thinks so, and another sees continued lackluster sales at the world's biggest retailer.

Goldman Sachs equity analyst George Strachan downgraded shares of the company Wednesday, citing the potential negative impact of Wal-Mart's expansion plans on the company's waning same-store sales momentum.

An analyst with First Global also dropped the rating on Wal-Mart's stock to "market perform" from "moderate outperform."

But several other analysts say it's too early to tell if Wal-Mart stores would experience a "cannibalization of sales" as it continues to grow its store base in the U.S. Rather, they say, Wal-Mart's strategy may maintain sales and customer loyalty. Further, the company's strategy is a successful way to beef up its market share, especially in the grocery store business.

"Because Wal-Mart plans to open 950 Supercenters over the next three to four years, self-cannibalization, or 'market development' as the company calls it, could remain a challenging phenomenon, particularly trying in a period when comp-store sales are growing below historic trends," Strachan wrote in a Wednesday report to clients in which he downgraded shares of the company to "in line" from "outperform."

Wall Street shrugged off the news, sending shares of the company up 0.02 percent to close at \$52.51. Wal-Mart spokesman Gus Whitcomb said the company does not comment on analyst reports or movements.

Strachan said the "self-cannibalization" could be why general merchandise sales have been soft at the retailer of late. Wrote Strachan: "We have been surprised...at how much self-cannibalization Wal-Mart was willing to inflict upon itself. The company deliberately plans to cannibalize its stores when they reach volumes of \$100 million or more a year," which can result in same-store sales declines.

While not yet seeing declines in comps, Wal-Mart reported in early December consolidated November same-store sales that rose 0.7 percent, below both the company's and analysts' estimates for a 2 to 4 percent gain. The latest results continued the company's trend in the past year of sales below historic levels. The company foresees December comps in the ever-important holiday quarter up just 1 to 3 percent.

Strachan said Wal-Mart's general merchandise same-store sales at discount stores and Supercenters year-to-date are up between 0.5 percent to 1.5 percent, versus total divisional comp gains of 3.4 percent year-to-date. Rival Target Corp., in comparison, has seen a 4.9 percent increase in comps year-to-date.

Wal-Mart management consistently cites higher gas prices as hurting its generally lower-income consumer's discretionary spending budgets. But Strachan isn't so sure that's the whole story, citing what he sees as the self-cannibalization partially responsible for the weaker comps.

Strachan said Wal-Mart indicated at an October analyst meeting that while it plans to open Supercenters as close together as possible, the company said that "self-cannibalization is a necessary by-product of this strategy." He added that the company "even expressed willingness [on a short-term basis] to trade return on investment for ultimate market saturation."

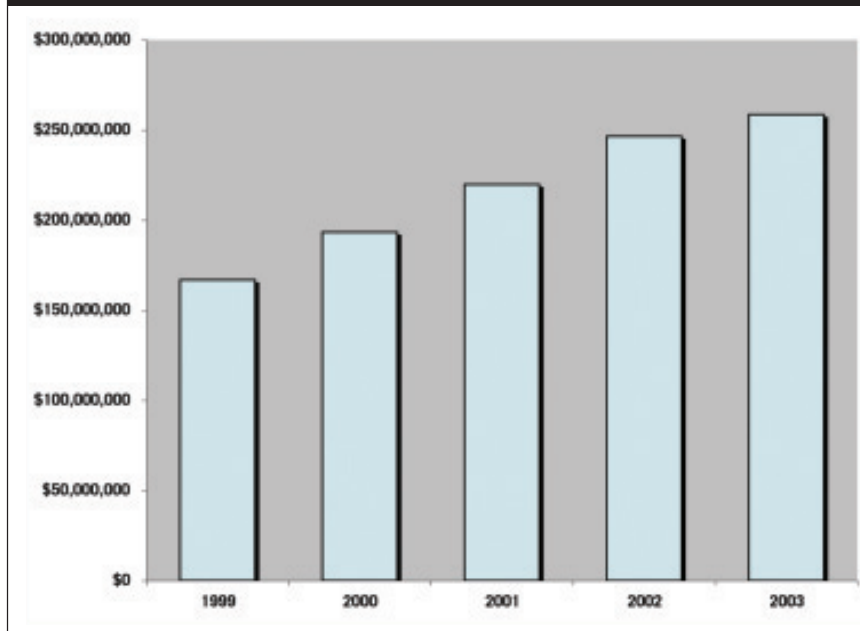
At an investor conference in 2003, Lee Scott, Wal-Mart's president, chief executive officer and director, said the company was "finding [that] we can put more Supercenters closer together than we ever dreamed of in our life." At the time, Wal-Mart was testing Supercenters five miles apart.

Speaking at a Prudential Equity Group conference in September, Scott again seemed to see no obstacle to Supercenter growth, calling the format "incredibly, incredibly strong. It is not unusual to open these things at \$100 million, \$110 million, \$120 million the first year."

The company's five-year plan, he emphasized, calls for "adding Supercenter after Supercenter after Supercenter and maximizing shareholder value that is created by that vehicle....Our plan is to open more every year during the next five years."

The company has three years' worth of approved store locations already in the pipeline, chief financial officer Tom Schoewe said at the analyst meeting in October. Wal-Mart plans to open or relocate 240 to 250 Supercenters in 2005.

## Wal-Mart's Annual Sales (in thousands)



## Wal-Mart's Decelerating Sales Growth

1999 to 2000	15.9%
2000 to 2001	13.7%
2001 to 2002	12.2%
2002 to 2003	4.9%

Schoewe discussed an internal study of 500 stores that saw sales declines when a new store opened nearby. Within two years, stores that had been hurt recovered to the point that overall market share increased, according to a research report written by Smith Barney analyst Deborah Weinswig, who attended the meeting.

In one specific example from the study, a store saw sales drop 13 percent initially when a new store was built four miles away. However, by the end of the 24-month tracking period, the two stores were taking in a combined \$239.6 million, up from \$131.4 million recorded by the single store alone.

It's important to note that Wal-Mart had initially envisioned using its neighborhood market format to fill in the gaps between stores. But that plan was scrapped.

Meanwhile, several analysts downplayed the Goldman Sachs downgrade.

Richard Hastings, retail analyst at Bernard Sands LLC, said market share is in fact "going to be the story here." He disagreed with Strachan's overall reasoning, saying that cannibalization isn't a worry, and that it's likely not what is causing the retailer's weak comps.

Hastings said Wal-Mart stores located near each other "is a normal cyclical development. The company is maturing. It's not a double-digit growth story in the U.S. anymore....They're going to try to block out the competition."

"Wal-Mart has always taken a very aggressive stand that they'd rather take business away from themselves than have someone else do it," observed Neil Stern, retail analyst with McMillan Doolittle. "They watch and measure cannibalization very closely. Texas, and Dallas in particular, are areas where they've opted to experiment with how close they can open stores."

Stern suggested Goldman's downgrade had more to do with stock performance, and reports of a potentially weak holiday performance, than any fundamental problem in Wal-Mart's strategy.

"Analysts hate it, but the reality for Wal-Mart, Home Depot and other mature companies is that cannibalization is going to be somewhat necessary to grow overall market share," he said. "That's the goal, and you may have to sacrifice comps to get it."

One hedge fund manager who requested anonymity said the idea of having several stores in one market makes sense. "The lines in [Wal-Mart's existing] stores are long, they're too crowded....To me, it's amazing to look at today, Dec. 8, and say this is the inflection point where now all of the sudden cannibalization is going to hurt them."

Joe Beaulieu, an analyst at Morningstar, agreed. "If you have a store that's running at say 125 percent of capacity, numbers are going to look good until people get sick of always waiting in line or not getting a parking spot." By opening a new store nearby, it would likely alleviate the "crowdedness" and make shopping a more pleasant experience, thereby preserving customer loyalty.

Generally, however, Wal-Mart hasn't been opening stores in existing markets long enough for the true impact on the other stores to have already been felt, said another analyst.

"Is one season enough to start throwing judgment? I don't think it is," said Ulysses Yannas of Buckman Buckman & Reid.

Yet, the case can be made for why having multiple locations in one market is good. Besides improving the shopping experience because consumers are faced with less crowding, having more stores in a certain square mile radius improves expense control. Distribution and advertising become easier and less costly, Yannas said.

Wal-Mart can also improve management of product momentum in certain categories and have better knowledge of demographics in certain markets, Hastings added.

**“We have been surprised...at how much self-cannibalization Wal-Mart was willing to inflict upon itself.”**

— George Strachan, Goldman Sachs

# Wal-Mart's Armor

Bob Nardelli, ceo of Home Depot, had the idea "to un-clot the stores, so it initially hurts the comps, but eventually it helps in terms of people being able to shop easier," said Yannas.

"You can find clear evidence of a maturation of market share [in Home Depot's strategy]," said Hastings. "What it leads to is a slower rate of top-line growth with an improvement in the future of smoother earnings."

Analysts also agree that higher energy prices and the uncertain employment picture is impacting Wal-Mart's target customer's ability to spend, both of which Wal-Mart itself has cited over the past year.

In addition, competition from the dollar stores, such as Dollar General and Family Dollar, are likely taking sales away from Wal-Mart, the fund manager said.

Beaulieu said "self-cannibalization" at Wal-Mart is far down on his list of concerns for not buying stock in the world's largest retailer. "There are plenty of reasons not to like the [Wal-Mart] stock. Is this the worst one? I think not."

According to its Web site, Wal-Mart plans to open 50 to 55 discount stores in fiscal year 2005, as well as 220 to 230 Supercenters. Twenty-five to 30 new Neighborhood markets will also be opened, while internationally, 130 to 140 new units will be opened in fiscal 2005. In all, planned square footage growth will represent an increase of 8 percent over fiscal 2004.

Due in part to the large amount of stores the company is opening, "You're not going to see double-digit comps ever come back again," Hastings predicted.

"But that's not important because now they're gaining market share," he said. "The grocery store

is gaining market share all over the place...that's part of the strategy."

Schoewe's comment on a fiscal 2003 year-end conference call summarizes Wal-Mart's stance.

Speaking about the performance of stores opened in fiscal 2003, he noted "rather than being concerned about cannibalization or saturation, the key take-away is \$17 billion [in additional sales volume], which is great news." He predicted 100-plus basis points of cannibalization for fiscal 2004.

Stores with annual volumes of \$100 million or more are candidates to have a sister store open nearby. In 2003, 290 Supercenters generated sales of over \$100 million or more. Wal-Mart has most of its stores in the southern U.S.; it still has significant U.S. expansion room since it has barely tapped into California, itself the largest domestic market.

In addition, Wal-Mart has only a handful of total stores in major Northeast metropolitan areas such as New York, Chicago, Philadelphia and Boston, and virtually no Supercenters there.

As it chooses how and where to grow, Wal-Mart will have to balance the needs of its food business — which can generally work off smaller trade areas — with its more profitable general merchandise business, where cannibalization is more of an issue.

George Whalin, president of Retail Management Consultants, said Wal-Mart should have plenty of room to grow in the U.S., provided it cleans up its image problems.

"I know they are paying a lot more attention to their image and have made some pretty smart moves there," he said. "It's important to clean that up here, because international growth is much harder."

## Wal-Mart at a Glance

Wal-Mart Stores:	1,363
Wal-Mart Supercenters:	1,672
Sam's Clubs:	550
Wal-Mart Neighborhood Markets:	76
Wal-Mart International:	1,572
Distribution Centers:	110
Customers Served Each Week:	138 million
Markets: In all 50 states. International locations:	
Puerto Rico, Canada, China, Mexico, Brazil, Germany, United Kingdom, Argentina and South Korea.	

# Apparel Importers Look to Beef Case Over Cotton Funding

By Joanna Ramey

WASHINGTON — Importers of cotton apparel that don't like being required by federal law to pay some \$20 million a year into a cotton advertising and research fund are hoping a case argued before the Supreme Court on Wednesday could lead to voluntary participation.

The case involves an Agriculture Department beef program similar to that for cotton. It's being protested by a group of North and South Dakota cattle ranchers. At issue is whether the ranchers can claim First Amendment free speech protections and refuse to participate in the USDA program, or whether the government can exercise its own immunity from the First Amendment and compel participation.

The Dakotan ranchers' argument is similar to that held by cotton apparel importers, whose payments into the Cotton Research & Promotion Program account for about a third of its \$62 million budget.

The apparel importers, organized as the Coalition of Cotton Apparel Importers, filed a brief in the beef case siding with the Dakotan ranchers. It said: "The program cannot be justified as government speech. The speech is compelled and as such, unconstitutional."

The money is collected by the USDA-appointed Cotton Board. The board contracts with Cotton Incorporated to promote consumption of cotton apparel and home furnishings, as well as research into cotton's use in textiles and improvements in cotton agriculture.

About 200 cotton apparel importers, with pending challenges of the cotton program in the U.S. Court of International Trade in New York, contend they shouldn't be forced, as private entities, to participate. The importers include Warnaco Inc., VF Corp., May Department Stores, Kohl's Department Stores, Sears, Roebuck & Co., Federated Merchandising Group, Dillard's Inc. and Target Corp.

Bill Crawford, president and chief executive officer of the

## Support for U.S. cotton growers may be affected by a Supreme Court case involving the beef industry.

Cotton Board, said cotton apparel importers benefit from Cotton Inc.'s work. He cited increased cotton product consumption and textile advances, such as Cotton Inc.'s work on wrinkle-resistant technology.

Deputy solicitor Edwin Kneeder, representing the USDA, told the justices, "To strike down this [beef] program would have disastrous consequences." Kneeder argued that the beef program is administered by the industry but under the direction and review of federal officials, so the government's First Amendment immunity applies.

Harvard University law professor Laurence Tribe, representing the dissenting ranchers, said his clients are being forced into a scheme to which they disagree, such as paying for generic advertising that touts "eat beef" but doesn't single out specific grades of meat or whether it's U.S. meat.

"It remains unconstitutional because these individuals are forced to be part of a system," Tribe argued.

Justice Stephen Breyer asked whether the First Amendment quandary in the beef case should be looked through the "lens" of the government already having authority to regulate interstate commerce. Justice Ruth Bader Ginsburg questioned the depth of the government-speech argument and said, "If you went to the Surgeon General, the message might be 'eat meat modestly.'" Justice Anthony Kennedy wondered whether generic commodity advertising is truthful, since it never mentions government involvement.

Brenda Jacobs, counsel for the U.S. Association of Importers of Textiles & Apparel, said opponents of USDA commodity programs are hoping the High Court will define the legality of mandatory participation. The government's First Amendment immunity argument "is the only argument they have left," Jacobs contended.

This isn't the first time the High Court has tackled the USDA's commodity programs, which first took hold in the Depression as a means to ensure availability and quality of agricultural goods. So far, except in one case involving mushrooms, the court has upheld the legality of forced participation in the commodity programs.

In 1997, the court ruled in favor of the USDA's peach, plum and nectarine promotion program, saying it was part of an overall industry economic plan and was within the government's right to regulate commerce. However, in 2001 the court ruled against a USDA mushroom marketing program since its money was used solely for advertising, leading the court to decide the government had no authority to sidestep the First Amendment and compel advertising and industry contributions to pay for it.

# The Competition:

Retailers such as Family Dollar and Target, analysts say, are fighting for market share under the omnipresent shadow of megaretailer Wal-Mart.



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THE WEIGHT OF DESIRE

# London Fog Charts a New Course

**NEW YORK** — London Fog Industries Inc. has a new direction.

The outerwear firm, which includes the London Fog and Pacific Trail brands, is folding the home-textile business of Homestead Fabrics into its operations. London Fog on Wednesday denied that it had been sold, but investment bankers said that it was acquired by Homestead, a bondholder of London Fog.

Homestead, which was a subsidiary of Manchester, England-based Broome & Wellington, is the home-textile business run by David Greenstein.

Homestead will now operate as HHI Homestead Holdings Inc., a wholly owned subsidiary of London Fog Industries.

London Fog on Wednesday said Greenstein, a 20-year textile industry veteran, will be its new chief executive officer. Greenstein will also assume a board seat at London Fog.

During his tenure at Homestead, where he was president, Greenstein took the company from a start-up to a \$100 million business in six years, primarily through sales of acquired private label home products, London Fog said.

One of those acquisitions was the Guilford Home Fashions division, which Guilford Mills sold in 2002. Although Homestead still uses the Guilford brands and licenses of the division, its manufacturing and distribution operations were shut down following the purchase.

London Fog's operations will be divided between

New York and Seattle. The London Fog trade division and London Fog Factory Outlet Stores will consolidate into current operations.

As part of the changes at London Fog, its newly appointed creative director Stacy Haase is expected to put in place a new design team. Haase, a Rhode Island School of Design graduate, has her own contemporary ready-to-wear line under the brand name Stacy Haase. London Fog said that it plans to merge the Haase line into its portfolio of brands.

Other brands under the London Fog umbrella include Black Dot and Moonstone, and the Dockers licensed brand.

— Vicki M. Young

## International Reps Flock to ModaPrima

By Valerie Waterhouse

**MILAN** — Hints of a possible economic upturn buoyed spirits at ModaPrima, the midpriced fashion and accessories show here late last month, though the dollar plunged to a record low against the euro on the day preceding the fair and continued to slide thereafter.

"ModaPrima attracts international importers, wholesalers, representatives from large warehouses, chains and department stores who order early samples of fall-winter 2005 collections at reasonable prices," said fair director Luisa Pandolfi. Of the 108 exhibitors, 83 were Italian. The show was held Nov. 27-29.

Located at the Milan fairground, the fair's 57th edition attracted 3,618 buyers, up from 3,400 in November 2003. Of these, 60.6 percent came from abroad, with 48 countries represented other than Italy. The largest overseas contingent was from Japan, which accounted for 20 percent of total visitors. Several U.S. and Canadian buyers were spotted browsing the show, including representatives from large distribution networks seeking private label agreements, distributors and showrooms.

"I've been coming to ModaPrima for four years to source midpriced Italian fashions," said Hanaa Hazelhurst, owner and buyer of Spazio Moda, an importer and distributor that sells to 130 boutiques across the U.S., including Lindissima in Greenbrae, Calif.; Prestige in Palo Alto, Calif.; Julian Gold in Texas, and Lake Forest in Chicago. "I select products for women aged 30 to 55 who can't afford Prada, but who have a great style sense. At ModaPrima, I work with Qubhà, Cristina Rey, Sarli, Barbara Taddei, Beatrice B and Sfizio."

Commenting on the unfavorable dollar-euro exchange rate, Hazelhurst said she had kept prices competitive by shouldering the burden herself. "My profit margin has decreased by 35 percent over the past year, but I've grown my U.S. customer base," she said.

Trends at ModaPrima included long taffeta and metal skirts worn with fitted jackets and eye-catching accessories such as colorful wool scarves and belts. Ladylike tailored looks in tweed, tulle and sequin-studded denim were also popular, while colors included basic browns, aqua shades, pinks and greens with splashes of orange, yellow and fuchsia.

At Sfizio by Plissé, sales manager Paolo Mason said 115 clients had requested samples at the show, compared with 60 to 70 clients at previous editions. "We've seen 30 clients from Japan, and importers from Canada, the U.K., Spain, Portugal and Greece. U.S. visitors included Eclectic Design of Chicago, and we signed a new agreement with Spazio Moda, U.S.A.," he said. "Sales were up by 10 percent in 2003 compared to 2002, and we expect a 3 percent increase over 2004."

The company — which has sales of 18 million euros, or \$24.2 million at current exchange — exports 75 percent of its midpriced fashion apparel, with 60 percent of exports going to Japan. Garments on Sfizio's stand included ankle-length polyester-steel taffeta skirts and tweed plus-fours rendered edgy with fitted jackets, long wool scarves and berets in bright orange, yellow and green.

Barbara Taddei, owner and designer of the eponymous company, said she had seen most of her regular clients, including Irma Rodriguez of Portugal, and buyers from Greece, Japan and Taiwan. "Despite the high euro, we've experienced a huge increase in turnover over the past two years — though it is hard to say why," she added. The company's ladylike product offers runway trends at lower price points. Hits for fall-winter 2005 included taffeta skirts with velvet roses, tweed twinstets in pink and green, and green felt coats with leopard-print trims.

At Qubhà, one of three brands produced by Negozi d'Italia, co-owner and designer Cristina Incerti said around 100 clients had visited the stand — the same as at the June edition of ModaPrima. "However, because of the euro-dollar situation, clients have cut requests for samples from 30 to 20, compared to last season," she added. "They are targeting looks that will sell and minimizing returns."

Still, sales had remained stable with around 30 percent going to Japan and 5 percent to the U.S. Standouts included a taffeta and tweed skirt with sequin details and a three-quarter-length coat in abstract printed aqua and chocolate felt.

Rita Toniutti, designer at Euro Smart, agreed that the exchange rate was affecting buyer behavior. "Our South Korean clients, in particular, seem uncertain," she said. "They're placing their orders later and want to avoid mistakes." In the past, Euro Smart has done private label work for St. John and Neiman Marcus, but Toniutti said no U.S. buyers had passed by the stand. The company, with sales of 4 million euros, or \$5.4 million, exports 95 percent of its product to Europe and Asia and sales remained stable in 2004. Hits from Euro Smart's classic collection included a tailored black stretch wool skirt and jacket with red collar lining, paired with a red lace shirt.

Also showing at ModaPrima were 25 companies from China, South Korea, Bolivia and India. However, Italian vendors said their lower-priced offerings posed no threat. "The international exhibitors offer a completely different product. It really doesn't affect us," said Sfizio's Mason.



Two of the fashions seen at ModaPrima.



## Karen Harvey Growth Plans Start in London

By Valerie Seckler



Karen Harvey

**NEW YORK** — The ongoing globalization of fashion tastes has compelled talent acquisition and development firm Karen Harvey Consulting Group to open up shop in London.

The group chose London's Covent Garden as its European base for

recruiting design talent, rather than Paris or Milan, because of the influences emanating from London's streets, said Harvey, president and founder of the three-year-old boutique firm. "The runway is important, but our primary clients are not at the couture level," she noted.

As the pull of globalization makes it imperative for fashion players to understand the distinctions that remain between cultures, Harvey said, it has become increasingly important for smaller search and development consultants to get a foothold abroad. That's both to help U.S. clients expanding in Europe get a grip on the local culture and to export talent for companies seeking a fresh perspective for their business in this country.

The consultant's clients include Nike, Liz Claiborne, Coach, Abercrombie & Fitch, Revlon and Kenneth Cole Productions.

Approximately 20 percent of Harvey's search work is devoted to design talent, which will be the focal point of the London arm. In London, Harvey said, the fashion community is quicker to encourage design viewpoints than in the U.S., where, she contended: "There's been a greater emphasis on the large-scale commercialization of brands."

"In Europe, big isn't better," Harvey offered. "There's more of a belief one can do what's right."

The London office is currently staffed by two people, with a senior executive expected to be named in January and expansion to a staff of around a dozen people anticipated during the next three years. Prior to the appointment of the senior executive, the New York staff will be working in the London office, as well. Harvey herself, who founded her search and development firm in April 2001, expects to make regular trips to London. "My approach is to look at things from the inside," Harvey explained. "We have to be able to look beneath the surface, beyond the résumé, so we can understand how people think."

While Karen Harvey Consulting Group has made recruiting trips to London for the past two years, the new office will enable it to build a long-term strategic base — and accept local work — rather than be limited to what Harvey described as chasing assignments from American firms.

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**Assistant Technical Designer**  
2+ yrs. exp. Jr. & Missy. Knowl. of pattern making, flat sketching, PC literate. Adobe Illus & Plus. Fax or Email resume: 212-202-4797/careers@cscchanges.com

**Cad Artist/Sketcher**  
Entry level position available at a budget denim/sportswear mfr. Must have knowledge of Illustrator and Photoshop and be highly proficient in flat sketching with an eye for DETAIL. Duties will entail assisting Designer and sales staff with line sheets, presentation boards and spec sheets. Some travel to Asia may be necessary. Please fax resume to 212-760-1529 attn: Design Director

**CAD Operator**  
Active Co. seeks entry level CAD Operator. Must be knowledgeable on Gerber Cutters 9 & 10, and Photoshop. Ability to draw flats, and color matching a must. Detailed understanding of garment construction to work w/Prod. Dept. Graphic Designer need not apply. Seeking team player who works well under pressure. Must speak fluent English. Please Fax resume (must include salary history) to: 212-279-8720

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**PROJECT MANAGER LADIES' BOTTOMS**  
Terrific opportunity for highly organized product manager with 3-5 years experience to join ladies' team at one of the sector's most successful private label brands.

Oversee all production phases from inception to approval.

Successful candidate has proven background in ladies' casual bottoms with heavy emphasis on denim. Must be a computer literate self starter w/exc. communications & organizational skills.

We are a great Co. offering comprehensive benefits.

To apply, please be sure to include salary requirements when you fax resume only. **Chris at 212-221-2291**

**PATTERNMAKER**  
Wanted for Jr./large-size domestic, import knit company. Will work out of 1407 Broadway in NYC. Candidate must have 5 years experience in patternmaking. Salary commensurate with experience. Please fax resume to [alan@visionapparelnyc.com](mailto:alan@visionapparelnyc.com)

**Production Coordinator**  
For a hi-volume domestic import sportswear company. Must coordinate with contractors. Must be aggressive, energetic and detail oriented with at least 3 to 5 years experience. Excellent Salary! Please fax resume to Albert 718-625-2244 or email resume to [albert@libertyapparel.com](mailto:albert@libertyapparel.com)

**Production Manager**  
Adrienne Landau, a luxury brand seeks a production manager. Candidate must have a minimum of 5 years experience with imports. Must be able to lead a team and coordinate production and design to meet calendars. Must be computer literate and proficient in excel and word. Please fax resume & salary requirements to Richard: 212-563-2014

**Raw Materials Asst**  
Organized person wanted to assist in tracking developments & testing of raw materials. Strong communication & excel needed. 1-2 yrs exp. Fax resume to: 212-683-4038

**Retail Mgr./Business Dev.**  
Seeking N.Y., L.A., & Chicago based individuals wales & management experience to help develop our men's fashion & furniture retail/wholesale business.

**HENRY BEGUEIN**  
E-mail resume to: [pnaspen@aol.com](mailto:pnaspen@aol.com)

**SALES ASSISTANT**  
Missy dress company seeks a Sales Assistant to manage daily office work. Computer experience is a must. Must be detail oriented. Fax resume to: 212-764-4170

**Stock Executive Search**  
•SWEATER DESIGNER- Knits/Juniors  
•SR. MERCHANDISER-Infants/Toddlers; Wal-mart a plus  
•GRAPHIC ARTIST- Jr. Accessories exp.; NJ location  
•MEN'S SWEATERS SALES- Moderate prefer.  
•TECHNICAL DESIGNER- Men's bottoms; Miami  
Offer referrel bonuses \$\$\$ - E-mail all resume to: [SESLL2004@yahoo.com](mailto:SESLL2004@yahoo.com)

**SWEATER DESIGNER**  
HIP contemporary Women's Sportswear Company seeks designer with 4 years import experience. Must have technical knowledge of yarns and sweater construction. Please fax resume to:  
**Attention Chris: 212-302-5763**

**Knitwear Technical Designer**  
Missy Moderate Spstwear company seeks person with knowledge of cut and sew and sweater garment construction, has ability to develop specs, and has pattern making experience. Need to have good follow up and STRONG computer skills. Minimum of 5 years exp. Fax all resumes to: 212-730-0913

Technical Designer to \$90K. Current exp in full line knit sweaters. Better co. Call 973-564-9236  
Jarf Fashion Agency

**Help Wanted**

**ASSOCIATE BUYER**

MACYS.COM seeks experienced Associate Buyer w/ exceptional taste level to achieve volume and profit objectives by planning, developing and selecting merchandise for Internet business. Must have 3-5 years buying experience, preferably in an Internet or catalog environment, excellent computer, analytical, communication, organizational and problem solving skills.

**To apply, log on to [www.macysjobs.com](http://www.macysjobs.com) or Fax: (212) 704-2975**

Macys.com is an equal opportunity employer.

**Technical Design**

**SPEC TECH**

Major Dress / Separates company seeks experienced spec tech min 3 yrs exp. Resp: maintain pattern rotation / tracking, fittings and graded specs. Daily communications w/ overseas office, and dom. fly. Candidate must be technical and organized, experience in woven and a team player. Fax resume attention Susan: 212-944-6835

**Visit us on the Internet.**

[www.wwd.com](http://www.wwd.com)

**SALES HELP WANTED**

**Sales Help Wanted**

**erik stewart**

**And now...trixie & lulu by erik stewart**

**GREAT OPPORTUNITY....WE'RE GROWING!**

Updated sweater and woven manufacturer looking for highly motivated and aggressive Sales Account Executive with at least 5 years experience. Must have strong working relationships with better department and specialty stores. Must be a team player ready to join a company poised for explosive growth. Great opportunity for the right person. Salary commensurate with experience.

**Please fax resume to : 212-221-1767 ATTN: Eric or e-mail: RICKY@ERIKSTEWARTNY.NET**

**Account Executive**

Great Opportunity for an aggressive Children's Account Executive. The position will be responsible for managing existing and new department store business, develop and manage sales strategy, plan & monitor sales. The ideal candidate should have 2-3 years experience, strong communication and presentation skills w/ the ability to travel.

**For consideration please email: [Humanres@hotmail.com](mailto:Humanres@hotmail.com)**

**Republic Blues ACCOUNT EXECUTIVE**

Est'd. Casual/Career Sportswear Co. has an incredible opportunity for the right individual. Candidate must be exp'd. in the upper moderate to better casual & career market. Est'd. relationships with Dept./Specialty Stores & Catalogs a must. Minimum 3-5 years exp. req'd. Fax resume attn. Harris at: 212-736-0165

**Denim Specialist**

Hotline Showroom seeks an Account Rep for Joe's Jeans. 3-5 years experience w/premium denim req'd. Working relationships w/better spec stores a must. E-mail: [sales@hotlineshowroom.com](mailto:sales@hotlineshowroom.com)

**SALES EXECUTIVE**

Branded up dated missy sportswear company needs exp'd salesperson with department store connections. Great opportunity, great atmosphere.

Fax: 212 362-1831

**EMMELLE BOUTIQUE SALESPERSON**

Madison Ave. Designer Boutique seeks Sales Associate with a minimum of (3) yrs. experience. Must be highly motivated and professional. Full Part time.

**Please call: (212) 570-6559 or Fax resume to: (212) 249-1427**

**SALES EXECUTIVE OUTERWEAR**

Est'd sweater/knit & outerwear importer seeks experienced pro w/strong dept/specialty store relationships to expand our exciting mix fur, suede & leather line. Positive energy & strong follow-up skills a must. Call, fax or email resume to Lisa Cheung

Tel: 212-302-3744; Fax: 212-302-8589  
Email: [lisaemin@aol.com](mailto:lisaemin@aol.com)

**FASHIONHAUS**

Leading, Int'l, Designer Showroom looking for Sales Manager and Public Relations/Sales Executive.

**SALES**

Glimpso LLC is currently seeking Sales People for our Active Lifestyle brand. Looking for individuals experienced in major retailers such as Kohl's, Penny's, Marshall's, and all other specialty stores.

**212-683-1079 / [jlewis@glimpso.com](mailto:jlewis@glimpso.com)**

**SALES MANAGER**

Candidates must possess 3-5 years minimum experience in wholesale sales or retail buying office of luxury fashion brand or designer collection.

**SALES PERSON**

Contemporary collection currently selling better spec. stores. Seeking high energy, exp'd acct. exec. for corp. NY Showrm. Act. following a must. Some travel req. Interviews Dec 16-17. Fax resumes to: 443-247-2850 or E-mail: [STEVENLOCHEN1@msn.com](mailto:STEVENLOCHEN1@msn.com)

**PUBLIC RELATIONS and SALES EXECUTIVE**

Candidates must possess excellent communication skills and 2 years a minimum of public relations/sales experience.

Email Resumes attn: Jane Park at: [work@fashionhaus.com](mailto:work@fashionhaus.com)

**SALES PERSON**

Men's and Women's Contemporary seeks Sr. Act. Execs. to join our team. Energetic & highly motivated candidates must have established relationships w/ dept stores. 3 yrs. in Sr. position req'd. Denim exp. recommended. Polished presentation skills and strong merchandising abilities. Must have effective communication and retail math skills. Excel req'd. Competitive Benefits. Email resume to: [human.resources@synergycorporation.net](mailto:human.resources@synergycorporation.net)

**JOUJOU JEANS**

A leader in the denim world!

We are currently seeking a dynamic sales executive for our Kids division. Rewarding compensation package for the right individual.

**Fax resume to JG at: 212-819-9156**

**SALES**

Senior Execs Needed

Men's and Women's Contemporary seeks Sr. Act. Execs. to join our team. Energetic & highly motivated candidates must have established relationships w/ dept stores. 3 yrs. in Sr. position req'd. Denim exp. recommended. Polished presentation skills and strong merchandising abilities. Must have effective communication and retail math skills. Excel req'd. Competitive Benefits. Email resume to: [human.resources@synergycorporation.net](mailto:human.resources@synergycorporation.net)

**PLUS/MISSY SALES EXECUTIVE**

Established Import Co., seeks aggressive, energetic individual to sell majors & mass merchants. Must have exp with a following. Great opportunity.

**Fax resume to 212-869-2781, Attn: Cathy**

**Sales Help Wanted**

**Account Executive - CK39**

**Calvin Klein Jeans, a division of Warnaco Inc.**

Calvin Klein Jeans has long been known as a driving force in the fashion industry. From our memorable advertising to our innovative denim designs, Calvin Klein Jeans has evolved to become the sexy, modern and cool brand that it is today. From a product perspective, we are returning to our roots and creating styles that express purity of design and an edginess, with looks that are natural and unassuming. We offer exciting and challenging careers for people who are passionate about our brand and are determined to succeed in a fast-paced, creative environment.

We currently have an opening for an experienced Account Executive to join our CK39 Premium Denim sales team. We are seeking a seasoned sales professional with a minimum of 3 to 5 years progressive experience selling to major department store and specialty accounts. As an Account Executive for CK39, you will be responsible for building and developing business for this new brand in both the men's and women's divisions. Candidates with prior West Coast specialty store experience are strongly preferred. The successful candidate must possess superior selling skills, a keen analytical ability, as well as outstanding verbal and written communication skills. The ability to work well in a fast paced team oriented environment is a must.

Please fax resume along with salary requirements to: **(212) 287-8752** or e-mail as an MS Word attachment to **SportswearHR@Warnaco.com**

We are an equal opportunity employer M/F/D/V

**Sales Management Wanted**

Koos Manufacturing, producer of AG Jeans and Big Star jeans is expanding. We are looking to increase our sales and sales management teams for our existing brands as well as for some exciting new projects. Sales managers should have minimum of 7 years in the premium denim business, sales persons a minimum of 5 years in the premium denim market. Positions are based in both our New York and Los Angeles Showrooms.

If you are looking to be part of one of the strongest families in denim please fax your resume to: **323-567-8340 or email: [info@koos.com](mailto:info@koos.com)**

**SALES EXECUTIVE**

Fast paced missy/large dress mfr. seeks aggressive and highly motivated salesperson. Must be able to start immediately.

**Please fax resume in confidence to Ms. Carla @ 212-869-3639**

**ACCOUNT EXECUTIVE**

Major & Specialty stores. Ladies' knit sportswear co. is seeking energetic, highly motivated salesperson who has strong relationships w/ dept, chain & specialty stores. Pls fax resume to: **212-631-0689**

**CHILDRENSWEAR Sales Executive**

Prestigious fast growing Children's showroom is seeking an enthusiastic and experienced Sales Executive with previous customer base with department stores and boutiques. Candidate must have strong organizational and follow-up skills. Computer literate a must. Great Benefits package.

**Please e-mail at: [Christhl@hotmail.com](mailto:Christhl@hotmail.com).**

**Retail Sales Help Wanted**

**Retail Sales Positions**

REPLAY, an Italian fashion Co. specializing in cutting-edge jeans as well as complete collections of fashion for men, women, and children is seeking several exp'd. retail sales people to work in the Replay flagship store in SoHo. Full & Part-Time positions are available at competitive hourly pay plus sales bonus potential. Please Fax E-mail resume to: **212-217-9075 / [amy@thepromofact.com](mailto:amy@thepromofact.com)**

**STORE MANAGER**

Busy W. Village shops need manager with exp. We offer benefits, good environment and room for growth.

Fax Alida: 212-675-6360

**WEST VILLAGE SHOP**

Busy W. Village shops need sales pros. Minimum 1 year retail exp.

Fax Alida: 212-675-6360

**LINES**

**kenzie**

Join a very fast growing company with excellent commission structure! Lingerie licensee for Daywear, Bras & Panties, Sleepwear, and Robes seeks Independent Sales Reps for the territories:

- West Coast • Midwest
- Northeast • Southwest • South

Must have specialty Store accounts and major Department Stores in the contemporary market. Fax/E-mail to: **610-932-7051**

[dkgarvine@jamatex.com](mailto:dkgarvine@jamatex.com)

**POSITIONS WANTED**

**Positions Wanted**

**Lingerie Sales Pro**

Currently seeks a showroom sales position with a sleepwear/ loungewear company. Strong contacts with specialty, chain, and discount stores.

Call John: 516-536-8576

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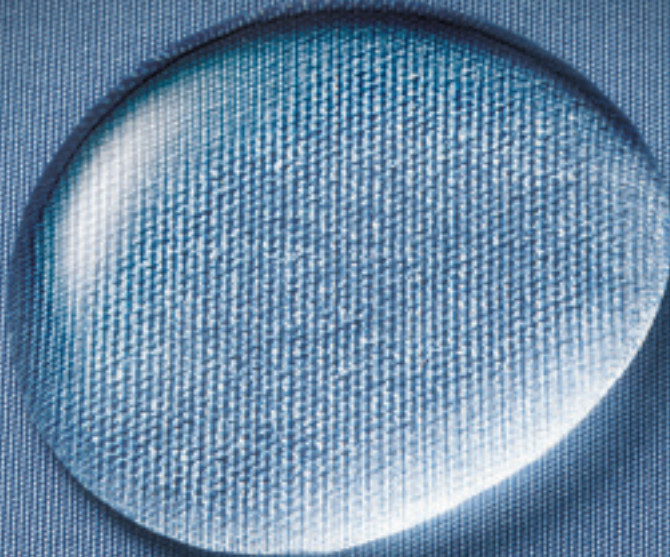
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