

**EXCLUSIVE INTERVIEW** SUZIE DE ROHAN WILLNER **OATAR AIRWAYS**  
UNVEILS OSUITE **TESSA PACKARD** REVEALS LOST & FOUND COLLECTION  
**PARTRIDGE'S LONDON** CELEBRATES 45TH BIRTHDAY **SCHIAPARELLI**  
REVEAL LATEST HAUTE COUTURE COLLECTION **HOTEL EDEN** REOPENS  
IN ROME **BURBERRY BEAUTY** ANNOUNCES PARTNERSHIP WITH COTY  
**CHELSEA FLOWER SHOW** RETURNS **ALISTAIR CRANE** SPEAKS TO  
STUDIOFIBRE'S **FIONA LIVINGSTON**

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luxury briefing



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# EVENTS CALENDAR

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## **NEWPORT CHARTER YACHT SHOW**

For the 36th edition of the Newport Charter Yacht Show, the event will be held at Newport Shipyard. Playing host to yacht brokers, agents and other industry professionals, the event showcases some of the best vessels on the market. 19–23 June 2017  
*1 Washington Street, Rhode Island, Newport, USA*

## **INSIDER MADE IN THE UK 2017**

With over 500 visitors expected to attend the fourth edition of the Insider Made in the UK event, the schedule of conferences will offer insightful talks across a diverse range of subjects. 22 June 2017  
*Merseyside Maritime Museum & Titanic Hotel, Liverpool, UK*

## **MASTERPIECE LONDON**

Merging tradition with the contemporary, Masterpiece welcomes 40,000 visitors each year for a week-long arts and antique event, which offers social experiences and culinary delights in the heart of London. 29 June–5 July 2017  
*The Royal Hospital Chelsea, Chelsea, London*

## **SCS ANNUAL CONFERENCE — NATURALS IN COSMETIC SCIENCE**

The comprehensive two-day event will feature experts from leading consumer goods companies and raw-material suppliers, along with horticultural specialists speaking on their areas of expertise. 4–5 July 2017  
*Royal College of Physicians, London*

## **GREEN CAR KOREA**

Offering an alternative to petrol-fuelled car shows, the Green Car exhibition offers guests the opportunity to discover the latest trends and innovations in electric vehicles, hybrid cars and the renewable energies that drive the technology. 6–8 July 2017  
*Kimdaejung Convention Center, Gwangju, South Korea*

## **INTERFILIÈRE PARIS**

Interfilière has become the leading fair for industry players within the fashion, swimwear and textiles industries. Gathering an extensive collection of top brands, the fair is a source of inspiration for designers and clothing manufacturers. 8–10 July 2017  
*Paris Expo, Porte de Versailles, Paris, France*

## **PROCESS EXCELLENCE EUROPE**

Following the success of last year's record-breaking event, 2017's Process Excellence Europe will gather representatives from the continent's most prominent organizations. 23–25 October 2017  
*Amsterdam, The Netherlands*

## **IN PURSUIT OF LUXURY**

This year's In Pursuit Of Luxury conference will revolve around luxury, sustainability and waste. With a whole host of speakers and a varied programme, the two-day event provides a useful networking opportunity for attendees. 17–18 November 2017  
*Ruth Prowse School of Art, Cape Town, South Africa*

## **MASTERS OF LUXURY**

As one of the most important luxury fairs, the event hosts a wealth of businesses across all sectors of the luxury market. Attendees include CEOs and high-level players in various exclusive industries. 7–11 December 2017  
*RAI Exhibition and Convention Centre, Amsterdam, The Netherlands*

# CONTRIBUTORS

## luxury briefing

### Sir Eric Peacock

Leading companies since 1970, Sir Eric Peacock has wide-ranging experience in financial services, consumer goods and industry supply chain, and is an active board member for numerous enterprises. Eric has grown, sold and acquired businesses, reflecting his deep-rooted interests in people development, culture and engagement.



### Keith Wilson

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



### Faith Hope Consolo

Revered worldwide as the 'Queen of Retail', Faith Hope Consolo's prognostications on shopping and consumption are heeded by world-class designers, mass retailers, start-up boutiques, property owners and municipalities around the world. She has her finger on the pulse of the retail scene in New York City and the world's great shopping centres and high streets.



### Benjamin Berghaus

Dr Benjamin Berghaus is the founder of St. Gallen's Research Programme for Luxury Brands and started the Centre for Luxury Management at the University of St. Gallen in Switzerland. His research and insight focuses on luxury management, product change and brand identity.



### Georgia Fendley

Georgia has spent a career immersed in luxury brands, as designer, art director, brand strategist, branding agency owner, industry mentor and, of course, savvy consumer. As Brand Director of Mulberry (2008–2012), she helped to steer the company through its greatest period of financial and geographical growth and her perspective on the industry, from inside and out, is therefore, acutely perceptive.



### Alistair Crane

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



### Imogen Smith

Imogen is a writer and editor who specialises in culture and contemporary lifestyle. She assists on the editorial team on titles including *Luxury Briefing*, *Bon Vivant* and *Quintessentially* magazines. Imogen lived in Paris for four years, where she worked at the French publication house, Lagardère Active. She has also contributed to printed works such as the *Sundays in Paris* guidebook and the *Dubai Tourism Magazine*.



### Shifra Cook

Shifra is the founder of COIN Research — a next-generation insights agency that informs and inspires organisations on their future development. Prior to COIN Research, Shifra held senior roles across global media and advertising agencies as well as independent start-ups, where she has created proprietary insight tools into the luxury consumer. Her clients include an array of aspirational brands, such as Mulberry, Estée Lauder, Fabergé, Paul Smith and Vertu.

# FMS.

## INSIGHT FEATURE



## A TOAST TO Thoughtfulness

LIKE MANY OF THE MOST LIKEABLE BUSINESSES, TOAST HAS HUMBLE ROOTS AT THE KITCHEN TABLE OF PASSIONATE HOMEPRENEURS. NOW WITH OVER 10 STORES AND AN ESTABLISHED ONLINE PRESENCE, SIR ERIC PEACOCK TALKS TO ITS CEO, SUZIE DE ROHAN WILLNER, ABOUT THE BRAND'S SUCCESS

### **When did your love affair with TOAST start?**

I came across the brand three years ago. I had just come out of working with FitFlop, the footwear brand, and I was looking for something beautiful that I felt I could help, because that's what I like to do. And when I say help, I'm not the sort of person who goes in and

maintains a business; I like to find something that has potential and needs helping, which is what I found with this beautiful brand. The founders, husband-and-wife duo James and Jessica Seaton, are creatives who were originally archaeologists. They launched the brand as a loungewear company from their home in Wales.

It grew over time and by the time I came to TOAST, it needed an injection of energy so we rebuilt a brand proposition around their original intent. And when I dug into what they originally intended, I found these were two creatives who looked at life through a different lens. And their different lens was really 'let's look at everything through

the creative eye', which is so relevant today. If you look at the world today, our customers say they like to slow down when they come across the TOAST brand; it helps them escape the very fast-paced world we are living in. So that's the brand proposition we went back to: fostering thoughtfulness. We built it all around that idea.





INSIGHT FEATURE



Previous page:  
The TOAST  
SS17 Collection  
This page, from left:  
Simple cuts and  
high-quality materials  
define the TOAST  
brand; the Polka Dot  
Swimsuit from the  
SS17 Collection

**I love that concept of fostering thoughtfulness...**

It's beautiful, thank you. I think that it is broader than product and that's what's so wonderful about working with a team of very bright creatives who are here to do more than sell products. Fostering thoughtfulness has all sorts of possibilities; it's a conversation, it's a lifestyle, it's a way of being and I think that's what the current team is doing. It's a wonderful experience.

**Walking into a TOAST store, you get a change of mindset; it's relaxation, it's an oasis of calm in a world that is moving so quickly...**

You do get this lovely slow energy; that's how we came across the idea of fostering thoughtfulness. It's a more mindful way of life. It's one of the things that struck me when I first met Jamie and Jess. I had a bowl from the collection and there was a beautiful texture to it, as there is in all of the design. Everything has texture, whether it is in the material or in the story about how



they came about the design – maybe something that they found in a 200-year-old swatch from Egypt. They can build a whole piece on these small elements of inspiration, so there is a story behind everything. Texture can slow you down without you even realising. That's what we aim for with our products.

**Has that inspired this season's collection?**

This season, the theme is 'works of the heart' and that was our conceptual thinking as we launched. When we were thinking about how to approach this, one of the team came up with the idea of getting our customers to dress the windows. So we published a request in *TOAST Magazine*, which we launched last year, asking customers to send us their works of art. The winning selection would have their installation in the window for a whole month. We got about 1,000 responses, with works of art sent via email so at no cost to the customer. It was beautiful; we had works laid out on tables and we had everyone in the office, all these wonderful, creative people choosing a winner. We installed the beautiful works of art, with different pieces in each store. We had all things, from great big paintings to a tiny love poem, and it was fabulous.

**How would you define the personality of the brand?**

It's a creative, thoughtful brand. Our customer is creative and she's of all ages; she could be this young lady here, she could



**I think that it is broader than product and that's what's so wonderful about working with a team of very bright creatives who are here to do more than sell products. Fostering thoughtfulness has all sorts of possibilities; it's a conversation, it's a lifestyle, it's a way of being...**

be my mother, she could be me. **What have been the biggest opportunities for TOAST?**

I see opportunities everywhere in TOAST. Everything was there from the beginning – there was this beautiful foundation of calmness, a haven of escape. But there was an opportunity in the product; it had so much potential and I always like to look at the product first and foremost. We looked at the fit and the styling and made it more contemporary for today, and we've managed to do it quite quickly. The product comes first, communication second. We're absolutely focused on the quality of the finished product. There was a period of time when we kept sending items back until they came back perfect.

**How do you ensure the maintenance of that quality?**

We established a pattern-cutting room up in the office. Lots of brands send it all off to factories, but doing it ourselves makes all the difference, because it's all about fit. TOAST offers a simple shape, and simple is so hard to do. Lots of luxury brands have beautiful fitted shapes, but we're very simple and simple can veer into the shapeless, so it's an art form. Today for example, I'm wearing a beautiful, simple, suede coat by TOAST and the fit of it is absolutely spectacular.

**Has the product range stayed the same since the beginning, or has it been adapted with the brand's growth?**

They launched the brand with nightwear and loungewear;

that was their feeling of ease and the simplicity of life. Womenswear has remained quite a large part of the business, but the design team has really looked at how it can be made fresh and relevant for today. Now we're seeing a big growth in that category, and the ranges coming in for nightwear are glorious and really relevant to all of our customers.

**There's a consistent message that comes through about the culture of the company and the brand. From where do you recruit these amazing people? How do you inspire and engage them and enable them to express themselves creatively?**

I believe in building teams. I think people make all the difference in brands today, and perhaps it's always been that way. But if you invest properly in finding the right people, and in helping them flourish in the environment they're working in, you will be ahead of your competitors; you become unbeatable in some way.

## INSIGHT FEATURE

More important than that, it becomes more than a team; it becomes a flourishing environment and culture. The way I look at it is that you should hire really passionate people. I'm not that interested in the CV – anyone can put together a list of achievements. I'm interested in really getting to know people and seeking that spark, that passion. Sometimes it's not in the role they've come to interview for – it could be something quite different, and you need to find that. My job is to empower them to achieve what they need to achieve.

Overall, I think we employ lots of different people who are all passionate but in different areas. An example of this is seen in the world of e-commerce today; it's growing and it's changing and it's a world that I am learning all about. As much as I try and be humble and ask all the silly questions, these

'digital thinkers' are in a different world but they fit in so well because of their passion.

#### **What has TOAST's online evolution been like?**

It has been huge! We had a really good proposition that we inherited and a great team, but online was the lagging area. It's much easier to sort out retail space because you've got people walking along the high street where they see a beautiful window, they come in and you have that great relationship. Online can be more difficult.

#### **What was your breakthrough online?**

We spent time making sure that the look and feel of the website was aligned with our proposition. We dug into an immense amount of detail about what it was that people were looking for and what sort of journey they were making. We then focused heavily on re-engaging disengaged online customers, because it's much easier to go there first and to say 'please come back'. As a team, we found we had to make sure we were reaching the right customers, not just anyone. So there's a forensic level of detail and a real focus.

#### **What will you be telling me three years from now? What would success look like?**

It's an evolution, but I would certainly imagine that our TOAST community will have amplified magnificently, not only in the UK but internationally. The brand was relevant from its inception, and it is even more so today.

#### **Aside from TOAST, which brands inspire you?**

Marni always inspires me; I think they've done a phenomenal job. I always say when you're walking through a department store you can tell a wonderful brand because you can see it from a distance, without any signposts, and know which brand it is, the prints and by the colours. Marni is one of those brands, as is Céline. I loved Raf Simons when he was working on the Dior collection; I thought it was phenomenal. The beauty and the simplicity of him taking all of that inspiration out of its essence, I thought, was a work of art.

#### **Where do you see your big opportunities in international markets?**

I find the brand has a resonance with the northern markets. There is a softer, slower way of living in places like Scandinavia and Canada, which I think is appropriate for the brand.

#### **How do you sharpen your own saw in terms of inspiration and creativity?**

I get my energy from everybody around me; the team at TOAST and the extended team, including The Communications Store and any of our partners. We see them all as part of the team. I walk around all day, chatting to all the members of the team because that's how I get my energy.



*Above:*  
The embroidered Kaftan Dress, made from handwoven cotton Khadi

*Right:*  
The balloon sleeve embroidered top from TOAST



#### SIR ERIC PEACOCK

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

#### How do you develop people within the TOAST team?

I don't use a set process or a set business model. I've gone through a corporate upbringing but, at the end of the day, I think it's all about coaching people all the time and then coaching you. It's about open communication and feedback — acknowledging people's good work and offering praise. The more people hear positivity about their achievements the more they flourish. It's important to encourage them.

#### What can you share with us about communications at TOAST?

When you're driving change very quickly, over-communication develops. I think we can all hear something but we never all hear it in the same way, so I tend to over-communicate. My team over-communicates with each other. We like to do that with lots of storytelling.

#### How much of the TOAST brand is geared towards environmentalism?

We have a TOAST social conscience. From the very beginning we decided that our two pillars were the brand and our social conscience, which is embedded in the culture of the brand and in our values.

We communicate this social conscience in every decision we make because our vision is to foster thoughtfulness. We aren't loud about communicating our social conscience but what we do is bear it in mind with every decision we make. We care about waste and we do everything we can to minimise it through recycling of fabrics. We are beginning to make serious decisions on what fabric is appropriate to re-use and what is not. ●

[toa.st/uk](http://toa.st/uk)

# FASHION + ACCESSORIES

## INDUSTRY REPORT

### 1 V&A EXHIBITS **BALENCIAGA**: SHAPING FASHION

Opening this spring, the Balenciaga; Shaping Fashion exhibition at the V&A is a celebration of 'the master of haute couture' Cristóbal Balenciaga. Through exploring his profound impact on the modernity of late-20th-century fashion, the exhibition showcases his work during the 1950s and



1960s. During this period, he dressed the world's most iconic women and introduced revolutionary silhouettes. The exhibition features Balenciaga pieces created for actress Ava Gardner and hats belonging to 1960s it-girl Gloria Guinness. Archive sketches, patterns, photographs, fabric samples and catwalk footage will appear alongside the garments, which capture the sheer breadth of his oeuvre.

### 2 **CARVEN** LAUNCHES AUTUMN/WINTER 2017 COLLECTION

Inspired by the femininity of Virginia Woolf's heroine Mrs. Dalloway, this season's Carven woman shares a mutual love of cityscapes and flowers. The season's soft silhouettes and feminine frills are informed by the shape of magnolia petals and lily flowers,



while the light ruffles of the pale-pink cocktail dress are influenced by the elegant movement of arum flowers. A soothing pastel palette contrasts darker tones on a range of materials including velvet and fur. Textured patterns also feature, with gingham prints and abstract florals adding character to the collection.

### 3 **RIMOWA** GOES ONLINE

Synonymous with iconic design aesthetics and innovative technology for luggage, RIMOWA has been a pioneer in the manufacturing of travel accessories for over 100 years. Most recently, the brand has further developed its online presence, after opening a shop which first launched in Austria earlier this year. The online platform



is now accessible in the EU, as well as Norway, Switzerland, Liechtenstein, Monaco and Andorra, and offers customers a new way to discover the entire product range.

### 4 **D&G'S** NEW FLAGSHIP STORE

Inspired by the architecture and culture of the Caribbean, Dolce & Gabbana is opening a new flagship in Saint Barthelemy. Designed by architect Steven Harris, palm plants and natural hemp furnishings are fused with a Mediterranean ambience, with clean marble floors that recall 1950s Italian interiors. Spacious and open, the



delicate stone surfaces in pink and green onyx set a soothing and calming atmosphere. Men's and Women's beachwear collections are displayed on the second floor while the ground floor houses beautiful jewellery laid out on glass sculptures.

### 5 LUXURY LEATHER GOODS FROM **DENI-DENI**

Renowned for high-quality products with an emphasis on meticulous craftsmanship, British brand Deni-Deni offers handmade accessories and fine leather goods. With a commitment to a 'Made in England' mantra, Deni-Deni uses premium materials to create sumptuous leather wallets, luggage, belts, bespoke silk



scarves and hats. Founder Denise Pearson's signature product is the much sought after 'Luna bag'; simplistic in design, this timeless classic is perfect as an everyday bag but is also an elegant addition to any evening outfit.

## INDUSTRY REPORT

6

**MARILYN MONROE, A PHOTOGRAPHIC RETROSPECT**

This spring, Culturespaces hosts the 'Marilyn, I Wanna Be Loved By You' exhibition at Hôtel de Caumont. As one of the most photographed stars in the history of cinema, Marilyn was followed by paparazzi and captured by an array of legendary photographers, including André de Dienes and



Eve Arnold. Featuring 60 exclusive photographs, the exhibition tells a unique story of her relationship with the camera and how this formed her iconic image. Through exploring the illusion of media and the construction of her image as an iconic pin-up, the photos convey a deeper message beyond Marilyn's dazzling smile.

7

**INTRODUCING OCTAVIA HIX**

London-based sisters Hattie and Vix Clark reveal their luxury resort-wear brand Octavia Hix. Named after Vix's daughter, the brand creates luxe separates for women and a 'mini' collection for young girls. Inspired by a growing global demand for multifunctional wear, the pair create trans-seasonal resort clothing that is both



contemporary and effortlessly chic. The signature 'Novello' shift dress is crafted from sumptuous silk and has a free-flowing silhouette, designed to elongate the figure. The debut collection comes in eight unique prints, striking a balance between fashion and function. Ideal for the beach and also the bar, Octavia Hix caters for the modern, sun-seeking woman.

8

**PINKO INTRODUCES P\_JEAN COLLECTION**

Introducing the latest line from Italian brand Pinko, P\_Jean Autumn/Winter 2017/18 offers a ready-to-wear range infused with the brand's values. Influenced by the '90s, which was marked by alternative-electro music and it-girls such as Kate Moss and Naomi Campbell, the collection features mostly denim



garments. This hallmark fabric is paired with oversized flannel shirts, sweaters and jacquard cardigans or vibrant fleeces, offering a nod towards a bygone decade.

9

**SCHIAPARELLI REVEAL NEW SEASON TRENDS**

Schiaparelli's Spring/Summer 2017 range is defined by a minimalist-meets-opulent aesthetic. Inspired by Japanese Kimonos and Chinese Hanfus, Schiaparelli's creations have a rigorous cut and are geometrically unique. Characterised by expressive symbols, the collection features pierced-heart motifs, padlocks and vibrant



hues. Delicate hues blend with ultra-saturated colours and each garment is meticulously designed with careful craftsmanship. Feminine materials, such as flowing silk, create elegant silhouettes and evoke sensuous Japanese etchings.

10

**THE MET SHOWCASES REI KAWAKUBO**

During spring, The MET Costume Institute will exhibit Art of the In-Between featuring Rei Kawakubo's womenswear designs for Comme des Garçons. The retrospective will focus on Kawakubo's interest in exploring the spaces between binaries, such as Fashion/Anti-Fashion, Other/Self, Subject/



Object. The Japanese designer believes that these spaces are zones of oscillating visual ambiguity and challenge the cultural norms of beauty and fashion. Through blurring the boundaries between art and fashion, we question the concept of clothing and the role that it has in contemporary culture. The exhibition's opening, The Met Gala, will take place on 1 May, with Anna Wintour and Pharrell Williams as co-chairs.



# BEAUTY + WELLNESS

## INDUSTRY REPORT

### 1 **DOLCE & GABBANA** INTRODUCES VELVET CYPRESS

Blending aromatic notes with the scent of cedar, the Cypress fragrance from the Dolce & Gabbana Velvet Collection is a fresh offering inspired by the Italian evergreen. With layered aromatic qualities, Cypress gives a quintessentially masculine note enhanced by clary sage, a rare and natural ingredient. Other



botanical ingredients include bergamot and Sicilian lemon, which add to the freshness of the scent and complement the woody touch of Virginian cedar.

### 2 **Y ET BEAUTÉ** REVEALS LIPSTICK COLLECTION

Esther Widjaja, founder of Y et Beauté, created her brand based on the idea that lipstick has the power to transform. This belief inspired the collection of 10 bold shades made from a blend of organic ingredients. Bridging the gap between luxury department store beauty and organic beauty



brands, Y et Beauté is a new evolution in sustainable luxury.

### 3 **MW LUXURY PACKAGING** REVEALS LUXURY GIFT BOX FOR **AERIN**

Collaborating with high-end beauty brands to create bespoke packaging, MW Luxury Packaging has recently launched a gift box for Aerin Lauder's soon-to-be released, Rose de Grasse d'Or fragrance. The packaging features delicate gold floral patterns, conjuring up



the fragrance within. The luxurious feel of the box is enhanced with linen paper stock and durable chipboard materials forming the exterior. The box is finished with a cream ribbon detail to complement the gold-dipped bottle.

### 4 **BULY** OPENS FIRST STORE IN TOKYO

Stepping into the Buly shop in Paris is like stepping back in time, with its oak pharmaceutical cabinets and crest-marked stone-tiled floors. It was Jean-Vincent Buly who founded the beauty brand over two centuries ago, introducing his famed 'Vinaigre de Buly' aromatic lotion as a wonder product,



which is still used today. L'Officine Universelle Buly 1803, now owned by Ramdane Touhami and Victoire de Taillac, is going international with its store opening in Daikanyama, Tokyo, which will offer a unique blend of the brand's heritage with the addition of artisanal Japanese products.

### 5 **BURBERRY** ANNOUNCES PARTNERSHIP WITH COTY

Following the successful repositioning and elevation of Burberry Beauty, the brand has announced a partnership with Coty to accelerate the growth and development of the British label's beauty business. While Burberry will lead on creative elements, Coty will offer a new depth



of beauty industry expertise and first-class global distribution. As a world leader in luxury fragrance and make-up, Coty 'will help drive the next phase of Burberry Beauty's development', explains Christopher Bailey, Chief Creative and Chief Executive Officer of Burberry Group Plc.



# JEWELLERY + WATCHES

## INDUSTRY REPORT

1

### THE NEW AMERICA'S CUP RANGE FROM BREMONT

As the official partner to the America's Cup, Bremont marks the 35th edition of the celebrated sailing competition with a new range of timepieces. The British watch company offers two new additions to its Regatta line-up, with the Regatta AC II being made in a limited edition of 135 pieces and the

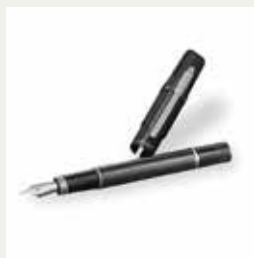


new AC 35 model in a very exclusive run of 35 rose-gold watches. In addition, the AC 35 model incorporates Bremont's beautifully made proprietary BWC movement, while the Regatta AC II is designed to be both highly legible and tough while at sea. The timepieces follow the success of the first Regatta watches, launched in 2016.

2

### MONTEGRAPPA INTRODUCES THE BUGATTI CHIRON FOUNTAIN PEN

Putting pen to paper takes on a whole new guise with the Bugatti Chiron fountain pen designed by Montegrappa. Featuring a sterling silver medium nib, with a signature clip styled to reflect the shape of the car's console, the collector's tour de force is as



elegant and luxurious as the celebrated Bugatti models. Limited to just 250 items of each model, the Bugatti Chiron fountain pen launch coincides with the unveiling of the successor to the astounding Veyron super sports car.

3

### TESSA PACKARD LAUNCHES LOST AND FOUND COLLECTION

The London-based contemporary fine jeweller Tessa Packard reveals an eclectic offering for her latest collection. Inspired by the Victorian curiosity cabinet, the work of artist Joseph Cornell and the designer's love of taxidermy, the selection is elegant but whimsical.



Traits that are most visible in pieces such as the Fruit Bat earrings, made from hand-carved bone, watermelon tourmaline, enamel and 18ct yellow gold, and the striking Constellation Necklace, available in sterling silver, 18ct yellow, white or rose gold.

4

### WOLF REVEALS WATCH VALET FOR APPLE WATCH

Entering the world of Apple Watches, WOLF, the leading manufacturer of watch winders, storage systems and accessories, has introduced the Watch Valet with Strap Tray. A uniquely designed accessory, dedicated to the watch models of the future, with a port for charging an iPhone while



on the move and a docking station to charge your Apple watch. The designs are just as functional as they are stylish and are available in four different colours: white, rose quartz, aqua and black.

5

### BULGARI INTRODUCES COLLECTION INSPIRED BY ZAHA HADID

Infused with the influence of Zaha Hadid's iconic architectural designs, Bulgari reveals a new chapter for the brand's iconic B.Zero1 ring, in the form of the B-.Zero1 Design Legend. With the same vision and pioneering approach, Zaha's design philosophy complements the latest



evolution of the piece, while taking inspiration from the world's most renowned amphitheatre, the Colosseum. With the original design of the ring in mind, the architect created a capsule of new pieces, featuring the bold four-band ring in pink gold, also available in a thinner three-band version, as well as a pendant.

LUXURY FOCUS





## STRIKING THE RIGHT CHORD

JOHN FRANKS FOUNDED CHORD ELECTRONICS ON THE PREMISE THAT QUALITY SHOULD ALWAYS COME FIRST. THANKS TO THIS LACK OF COMPROMISE, HIS PRODUCTS STILL STAND THE TEST OF TIME NEARLY 30 YEARS LATER

'You've got to have a vision,' declares John Franks, chief engineer and founder of British audio technology company Chord Electronics. What began as a simple audio hobby soon evolved into an internationally renowned electronics brand, crafting amplifiers that cater to companies large and small, including the likes of the BBC and Abbey Road Studios.

Franks' background in avionics engineering paved the way for his move into the audio sector. As a young engineer, he honed his skills at Marconi Avionics, a specialised electronics firm that demanded advanced designs created with the utmost precision. 'At the time, most engineers worth their salt would be fiddling around with audio equipment and making amplifiers,'

he recounts. Comprehensively crafting audio amplifiers soon became a favoured pastime, one that led Franks to create technically ambitious designs that were built to last.

A career change from avionics to sales and marketing saw Franks travelling the world and, in the process, earning enough to transform his passion for audio into a full-time career. It was while working for Astec

in Hong Kong that he was introduced to a pair of budding entrepreneurs from California. 'One was called Steve Jobs and the other was called Steve Wozniak,' he smiles, recounting the tale of the men who famously founded the Apple empire. 'These two hippies came over, convinced the directors of the company to back them, and soon they began making their power supplies. They were



LUXURY FOCUS



working from a garage at Steve Wozniak's house, and within a small amount of time they started producing mass numbers of power supplies, ultimately producing over a million machines in the first year. They went from zero to a million, which is completely unheard of.'

Spurred on, Franks continued to toil away at his designs. 'I had this idea for a specialised power amplifier that I got working in 1982, but I'd always push it too far and blow it up. My avionics background meant I had to get right to



Previous page:  
Mojo, Chord's portable digital-to-analogue converter

This page, from left:  
The Chord Ensemble Stand, meticulously designed from the ground up; Chord's SPM 1200 Mk II

the heart of any particular engineering issue, even if it was difficult to solve it had to be done and with a perfect fix,' he states proudly.

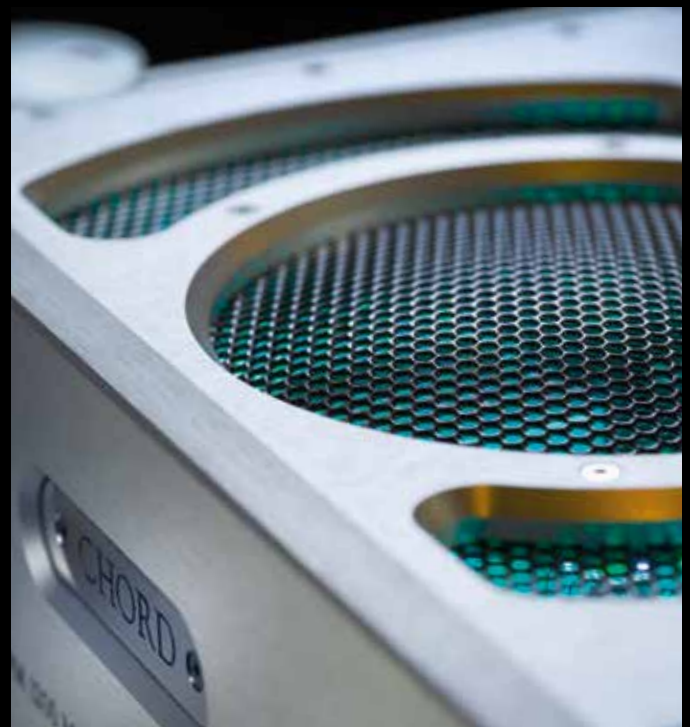
In a bid to keep costs low and hankering after a life closer to his family, Franks followed in the footsteps of Jobs and Wozniak, founding Chord Electronics from the confines of his garage. An initial production run of two units soon multiplied and Franks continued to develop new, challenging designs — in some instances, conceiving technological advancements that were ahead of their time.

'Because I was using these precise avionics techniques, I was able to make an extremely small amplifier. That was a big mistake,' he recounts. 'At the time, the market was for big amplifiers and people thought that small amplifiers couldn't do the same job — consumers just didn't understand it.

So when that design bombed in the market, I quickly revised the products to make them bigger. That product went on to become very successful and is actually still in production today, it's called the SPM 1200 Mk II.'

Subsequent years have seen the brand's reputation for quality and precision grow, attracting firms large and small to Chord Electronics products. 'From a start-up business consisting of a shed and me, Chord was producing BBC-qualified products. Suddenly, a lot of the people from studios including Abbey Road to people such as Paul McCartney began demanding our products.'

Today, the brand continues to



diversify its product portfolio. Designs such as the Mojo portable amp cater to an emerging mobile market, a sector that's experiencing tremendous growth. It was while investigating this emerging arena that Franks noticed a fundamental shift in consumer behaviour. 'Today, there are vast numbers of males who are experiencing an extended adolescence,' Franks notes. 'They're not necessarily poor; space is simply at a premium. And because they're still living

in mum and dad's space, they don't have much room of their own. I think it's because of this change in macroeconomic terms that we've hit upon a perfect storm.'

The decision to prioritise quality over price is the key to Chord Electronics. It's a move that not only increases the longevity of its products, but also ensures the brand retains a competitive edge against multinational giants such as Sony. Paired with its willingness to locally outsource production where necessary, the Chord Electronics brand continues to go from strength to strength, a testament to the guiding hand of founder, John Franks. ●

[chordelectronics.co.uk](http://chordelectronics.co.uk)



# DESIGN+ INTERIORS

## INDUSTRY REPORT

### 1 **V&A OPENS RE-DESIGNED SHOP**

Through blending the values of traditional craftsmanship with a contemporary aesthetic, the V&A has redesigned its main shop. With a strong emphasis on form and function, the materials chosen for the new retail reflect the building's heritage. Located in the heart of the museum, the shop is the first redesign at the V&A for 11 years.



finished with custom-designed ceramic tiles taken from the same pattern as a Chinese bowl in the V&A collection, and an area for visitors to view the museum's curated custom prints.

### 2 **YVES SAINT LAURENT OPENS TWO MUSEUMS**

Dedicated to the work of Yves Saint Laurent, two museums will open in Paris and Marrakech as a celebration of the legendary fashion house. Keeping the designer's legacy alive, the Foundation Pierre Bergé — Yves Saint Laurent works to conserve Yves Saint Laurent's extensive archive, compromised



of 5,000 haute couture garments and a vast collection of sketches. The Parisian museum, located at the site of the historical couture house, will host a constantly updated display of the collection. Its opening will coincide with the launch of the museum in Marrakech — a city which inspired the designer.

### 3 **THE RETURN OF LONDON CRAFT WEEK**

From 3—7 May 2017, London Craft Week will return to the capital for the third time, featuring 230 events focusing on design, fashion, art, luxury, food, culture or shopping. Showcasing British traditional craftsmanship and globally influenced creativity, the annual event aims to take you 'beyond luxury'.



The event will journey through off-the-beaten-track locations, as well as some of London's most iconic buildings—including the V&A and The House of Lords. In a similar vein, the breadth of creatives will span from celebrated masters and famous designers to emerging talents. With a focus on global diversity, the event will feature Japanese woodcarvers, German porcelain painters and knitwear from Derbyshire.

### 4 **'CHELSEA IN BLOOM' RETURNS TO LONDON**

From the 22—27 May 2017, the annual festival of floral art 'Chelsea in Bloom' returns to London's most exclusive borough. Organized by Cadogan Estates and the Royal Horticultural Society (RHS), the event complements the Chelsea Flower Show, with retailers joining in on Sloane Street, Sloane



Square and Duke of York Square. In its 12th year, this summer's event is inspired by a playful, kaleidoscopic theme: 'Floral Safari'. Chelsea's retailers will create exotic floral displays, influenced by far-off destinations and intriguing wildlife. Expect to see tropical moss and towering flamingos.

### 5 **THE CONRAN SHOP RELEASES THE EAMES CHAIR**

The Conran Shop introduces the Eames Lounge Chair and Ottoman. In collaboration with Vitra, this limited-edition chair is a revolutionary take on an iconic design. Initially created as a director's chair by Charles and Ray Eames for Billy Wilder (*Some Like it Hot*), the Eames Lounge Chair is a



collectible classic with a contemporary twist. The modern walnut-shell tone with its subtle white hues complements the natural aniline 'dark sand' leather upholstery. Crafted from the finest buttery leather, a rich grain texture will develop an elegant patina with age. Designed for ultimate flexibility and relaxation, the unique swivel action is created from a five-arm base in polished aluminium.



# TRAVEL + AVIATION



## INDUSTRY REPORT

- 1 **LAND ROVER WELCOMES PROJECT HERO CONCEPT**
- 2 **ROLLS-ROYCE PREVIEWS MOHAMMED KAZEM'S NEW WORK**
- 3 **TRAVEL BRAND AWAY LAUNCHES LUGGAGE**
- 4 **QATAR AIRWAYS UNVEILS OSUITE**
- 5 **MCLAREN 720S INTRODUCES NEW ERA FOR SUPER SERIES**

The latest launch from Land Rover Discovery, Project Hero features the world's first drone technology created to help the Red Cross save lives. This unique version of the new Land Rover Discovery for the Austrian Red Cross, is the latest collaborative project in a 63-year global

Premiering a new artistic collaboration, Rolls-Royce reveals a piece of work commissioned by Emirati artist Mohammed Kazem. A pioneer of contemporary art in the UAE, Mohammed created two parts to the project with Rolls-Royce: the first, a sculptural piece, consisting of numbers

Founded by Stephanie Korey and Jen Rubio (both listed on *Forbes's 30 Under 30*) Away is a brand of luxury luggage designed to make travelling a whole lot easier. Equipped with built-in batteries for on-the-go charging facilities, the Carry-On line of suitcases is available in four different

Introducing a revolutionary new 'First In Business Class' experience, Qatar Airways sets new standards in business travel. Qsuite features the industry's first-ever double bed available in Business Class, with privacy panels and movable TV monitors, which allows the seating space to be transformed into a

McLaren 720S introduces the second-generation Super Series, the family of supercar products at the heart of the McLaren brand. Making its global debut at the 87th Geneva International Motor Show, the new 720S is lighter, faster and even more dynamically capable than its McLaren



relationship between Land Rover and the Red Cross. Project Hero is an advanced communication vehicle, fitted with a roof-mounted drone and a fully integrated landing system that enables the drone to land on Project Hero when the vehicle is in motion.

and letters created from steel, which form the coordinates of the home of Rolls-Royce at Goodwood. The second will be shown in a series of short films, giving viewers the chance to see where Rolls-Royce's global centre of luxury resides.

sizes in a range of colours. In addition, each Away suitcase features a nylon laundry bag, a combination lock to ensure maximum security for travellers' belongings, and when not in use, each of the bags can neatly fit inside each other, ideal for storage purposes.

private suite. Each seat is crafted with thoughtful and luxurious details, such as hand-stitched Italian leather and satin, rose-gold finishing. To further complement the customisable on-board seating experience, Qatar Airways is also launching a new food concept, with 'sharing dishes' and 'dine on demand' options.

650S predecessor. Its design is a bold reinterpretation of the brand's aerodynamic principles, combined with elegance in form and distinctive dihedral doors to enhance performance.

# FOOD + DRINK

## INDUSTRY REPORT

### 1 STAR CHEFS TAKE THE HELM AT ASCOT

Renowned chefs Raymond Blanc OBE and Phil Howard will be lending their culinary expertise to a fine-dining experience at this year's Royal Ascot. Having catered for Ascot Royalty since the mid-1980s, Raymond Blanc will captain the Panoramic Restaurant with a fresh new menu, which is set to raise the bar. With



several Ascot stints under his belt, Phil Howard will captain On 5, offering a menu based around seasonal British produce, in keeping with the prestigious horse-racing event.

### 2 VEUVE CLICQUOT REVEAL LATEST PREMIUM CUVÉE

Drawing on the legacy of the Veuve Clicquot brand, the latest launch from the celebrated Champagne house offers a very different wine: the Extra Brut Extra Old. A premium cuvée formed from a combination of previous reserve wines has an intense yet expertly balanced taste. In celebration of



the Extra Brut Extra Old launch, Veuve Clicquot have joined forces with executive chef at London's Typing Room Lee Westcott to create a tasting menu inspired by Extra Brut Extra Old. The collaboration will demonstrate Veuve Clicquot's historical expertise and the innovative culinary style of Westcott's restaurant.

### 3 MERCATO CENTRALE OPENS IN ROME

The team behind Florence's Mercato Centrale has pulled together an impressive line-up of Rome's best food producers to open its second venue in the Italian capital. In partnership with Claudio Cardini, founder Umberto Montano launched the project to recapture the dynamic ambience of one of the metropolis's



most iconic locations: the Cappa Mazzoniana. With its grey-pink marble and 1930s design by the eponymous Angiolo Mazzoni, the space has been re-established as a meeting place where food and culture blend. Fresh fish or creamy pasta, ice cream or Italian pizza, the market caters for all tastes.

### 4 PARTRIDGES MARKS 45TH BIRTHDAY

Celebrating its 45th anniversary, the family-run grocer and Royal-Warrant-Holder, Partridges, launches Chelsea Flower Gin. Created in collaboration with Martin Murray, the Master Distiller at Dunnet Bay Distillers, the London Dry Gin contains 19 botanicals including rose root, rosewater and juniper. The subtle rose flavour



alludes to the historic association of flower nurseries along Chelsea's Kings Road, where the Partridges flagship store is situated. Each limited edition bottle is hand-filled, numbered by hand and sealed with wax for an artisanal finish.

### 5 LE GAVROCHE CELEBRATES 50TH ANNIVERSARY

For 50 years, Le Gavroche has delivered the highest standards in fine-dining under the watchful guidance of the Roux family. To mark this momentous occasion, Le Gavroche will be serving a limited-edition 'Back to the Classics' menu, comprising of five seasonally inspired courses and featuring recipes taken



from the restaurant's archives. Hosted in the 'Chef's Library,' guests will be invited to dine in the intimate setting of the private room, which is also home to Michel Roux's cookbook collection and historic photographs.

## INDUSTRY REPORT

6

**MONICA AND DAVID GALETTI OPEN MERE**

Husband and wife team, Monica and David Galetti have opened their first restaurant in collaboration with WSH. Securing a spot on 74 Charlotte Street, Mere — pronounced Mary — will champion seasonal produce and traditional techniques. With a select menu designed to excite the palette, dishes feature offerings such as Rhubarb glazed squab breast, ras el



hanout pastilla, cauliflower and chard. The interiors have a modern, energetic feel with blue and grey tones throughout, while the bar showcases a sophisticated selection of cocktails including the Sauvelle Martini made from Lillet White, Sauvelle crafted Vodka, lime juice and sage.

7

**50TH ANNIVERSARY OF LA PARDE-HAUT BAILLY**

This year, La Parde Haut-Bailly celebrates 50 years after its conception in 1967. As one of the first estates in Bordeaux to create a second label, Château Haut-Bailly is a unique terroir located in a 30-hectare vineyard at the heart of the Graves region. Made from young vines, La Parde Haute-Bailly wine is aged in



barrels for 12 months, after which time the liquid is rigorously controlled to ensure premium quality. Heralded for its excellent flavour, La Parde-Haut-Bailly is frequently noted as a 'second wine model', with a silky texture on the palate which has the potential to develop further with ageing.

8

**OLIVE GROVE OPENS IN SOUTHWARK**

This spring, Gordon Ramsay's London-based restaurant Union Street Café is transforming into an authentic Olive Grove, reminiscent of a rural, Italian setting. Originally an industrial basement bar, Olive Grove offers an immersive drinking and dining experience complete with myriad olive trees and vines. Seated under a canopy



of greenery, guests will indulge in artisanal cuisine and experimental cocktails, such as the blend of Martini Ambrato, olive oil, Bombay Sapphire Gin and egg white created by Bar Manager Davide Gagliazzo. Upon arrival, guests will be educated about the flavours of various olive oils, which feature prominently in each of the dishes.

9

**GLENEAGLES UNVEILS A NEW LOOK**

Following a complete redesign by David Collins Studio, Gleneagles Hotel introduces the new and improved The Century Bar. As one of the most iconic bars in Scotland, it is a social hotspot with an illustrious collection of old and rare whiskies. The interior is now contemporary and elegant, with a focus on Gleneagles' heritage



and Scottish identity. With nods to art deco, the lighting and vibrant colour palette reflects the history of the hotel, while the vast windows have been opened up to showcase panoramic views of the Ochil Hills. A revived menu accompanies the bar's new look, with drinks inspired by country pursuits.

10

**LONDON'S NEW HOTSPOT: SIX STOREYS**

Camm & Hooper, the renowned event and hospitality group, introduces Six Storeys. Securing a sought-after spot at 11 Soho Square, London, Six Storeys promises an idyllic venue, with an ambience that nods to the rebellious spirit of the prohibition. Six Storeys encourages its guests to surrender all inhibition



and enjoy the exquisitely crafted cocktails and typically British cuisine. Composed of six storeys, each floor has an intriguing tale to tell: you'll find theatrical cocktails at The Lobby Bar, soft sofas and comfort food in The Parlour, expert mixologists in The Lounge on the third storey, while the final floor boasts panoramic views of London's skyline.

# HOSPITALITY

INDUSTRY REPORT

**1**  
**GRACE LEO APPOINTED AS CEO OF LEDUNFLY HOSPITALITY**  
 Lending her extensive knowledge and hotel experience to Ledunfly Hospitality, Grace Leo's recent appointment as CEO will ensure a solid partnership for the next evolution, continuing to develop Ledunfly's established portfolio. 'We share the same vision for the future of



the luxury hospitality market and the role we can play in it', remarks philanthropist and businesswoman Dona Bertarelli. Leo most recently oversaw the development of hospitality elements of Ten Trinity Square which opened earlier this year.

**2**  
**DORCHESTER COLLECTION RELAUNCHES HOTEL EDEN**  
 Staying true to the Dorchester Collection's commitment to deliver an enhanced luxury experience, the brand unveils the reopened Hotel Eden, Rome. Following an extensive 18-month restoration, the iconic property will provide guests with a true Roman experience, complete with expansive



spaces for guests to relax, a dynamic food and drink concept, plus the new Eden Spa. As fashionable as the Italian capital, the interiors of each of the 98 guestrooms and suites are furnished with fine fabrics, to offer a classical feel while preserving the spirit of the property.

**3**  
**LYMPSTONE MANOR REVEALS DESIGN INSPIRATION**  
 Once a private home, the newly renovated Lympstone Manor opens as a luxury country-house hotel for the 21st century. Set in 28 acres of Devon countryside, the Grade-II-listed Georgian mansion was reimagined by celebrated chef Michael Caines MBE, along with London-based design



team Meraki. The result offers a contemporary setting as seen in the soft muted colours, which reflect the beauty of the surrounding area. As well as the 21 guestrooms and suites, the hotel is furnished with a bar and lounge area, plus three dining rooms serving Michael Caines' signature dishes.

**4**  
**THE BILTMORE HOTEL, MIAMI, CORAL GABLES AND DRAGONFLY EXPEDITIONS**  
 Offering more than just an opportunity to lounge by the pool, the Biltmore Hotel, Miami, Coral Gables offers 10 excursions in partnership with Dragonfly Expeditions. Designed to create an immersive experience for intrepid travellers, each tailor-made adventure



unveils an unexpected and 'wild' place in Miami. From roaming the Florida Everglades to venturing around Miami Modern (MiMo) historic district, guests of the Biltmore will experience the cosmopolitan landscape from a new perspective.

**5**  
**CAMPBELLGRAY HOTELS REOPENS THE PHOENICIA MALTA**  
 After significant investment, CampbellGray Hotels relaunches the next evolution of Malta's leading luxury hotel, The Phoenicia Malta. Located in Floriana just outside the island's capital Valletta, the hotel has undergone large-scale renovation work, complete with a new



outdoor infinity pool and a re-landscaping of the property's grounds. This project is testament to CambellGray Hotels' commitment to providing exemplary service and modern amenities, while being sympathetic to the hotel's heritage.

# Luxury Futures



**SHIFRA COOK OF COIN RESEARCH LOOKS AT HOW COMMUNITY DYNAMICS CAN HELP BUSINESSES BUILD STRONG AND RICH RELATIONSHIPS WITH THEIR BEST CUSTOMERS**

## Leveraging Community Dynamics

Back at the dawn of the social-media age, media theorist Clay Shirky popularised the term ‘cognitive surplus’. He was referring to the amount of free time that people have available to spend collaborating on different projects through social media.

Before the advent of social media, people generally spent their free hours watching TV, which was one-directional; it was passive.

Take the example of Wikipedia. It was created using just one per cent of the amount of time that people spend watching TV in a year. It follows that when thinking about any type of business strategy, you need to think about how you can leverage the sheer amount of brainpower that has been unlocked through the web.

Community dynamics is your route into the digital world. The potential of communities to transform the way organisations operate is the reason they are the dominant route for conducting research in the digital age.

Forward-thinking organisations are moving away from traditional methods such as focus groups and towards the world of rich, continual dialogue with their customers.

In this article, we’ll explore some of the key themes of online community-based approaches to research.

### MAKE PEOPLE WANT TO CONTRIBUTE

There are two types of motivation: intrinsic and extrinsic. Much research is based on extrinsic motivation, where people are paid to answer a survey or attend a focus group. However, the promise of online communities lies in the psychology of intrinsic motivation.

Helping others achieve internal rewards through their interaction within a community-based project is the catalyst for the type of depth of relationship that can be truly transformative.

Bonding with others, sharing ideas and opinions, discussing preferences and forming relationships with others is what makes us human, and it is this we should be striving for in our community efforts.

Additionally, we should be making tasks enjoyable enough to be completed on their own merits. If an activity is engaging, stimulating or challenging, or if it taps into feelings of altruism, then these motivations will be enough to get a task completed.

Developing a participant charter that informs your approach to building community-based relationships is a useful guide when nurturing authentic, benevolent engagement. A document like this is an asset to any organisation.

### TYPES OF ACTIVITIES

A community lends itself predominantly to qualitative investigation. This could be low-level involvement, such as crowdsourcing new product ideas, or high-level involvement in co-creation activities. You can have interactive discussions, run user blogs, collect video diaries, perform ideation and run surveys – the possibilities are vast.

Communities are the way to engage younger and digital-savvy audiences. By exploring how to use different social media channels to foster community, you can dive deep into Generation Y and Generation Z’s views of the world.

Mercedes-Benz knows that today’s youth are tomorrow’s purchasers, so has adopted a community approach to begin forging relationships.

Project GenBenz was such a success that they have launched another community called MB Advisors that consists of older customers.

Although there was initial doubt about an older audience being as eager as their younger counterparts, the community has been a success. For the executive team at Mercedes, being able to log on to the platform and open up a chat means they can rely on evidence and make better decisions.

### LOOKING TO THE FUTURE

As the age of big data develops, there will be more of a link between an organisation’s communities and other CRM data. You can think of it like a Russian doll; all low-involvement interactions are on the outside, and smaller layers of more engaged customers on the inside. The aim will be to move people into the inner layers.

Additionally, the increasing sophistication of artificial intelligence means that bots will become part of both recruiting people to a community and providing moderation services. But beyond the technological advances, the promise of community approaches to research lies more in their transformative effects. We can expect organisations that adopt this approach to become more democratic, more innovative and more relevant. ●

*coin-research.com*



# Retail Property

## NEW YORK

On Fifth Avenue, **Lord & Taylor** has debuted the **Dress Address** at its flagship in Manhattan, 424 Fifth Avenue, boasting the city's largest dress selection. The newly relocated **Sephora** 580 Fifth Avenue at 47th Street recently celebrated its opening and wow!

On Madison Avenue, **Elie Saab's** breathtaking boutique is open for business at 860 Madison Avenue. **Robert Clergerie** is opening its new flagship store at 901 Madison Avenue.

On the Upper East Side, **Michael Boris** will be expanding across the street to 979 Lexington Avenue with a boutique dedicated to his ready-to-wear line. His 970 Lexington Avenue store will remain exclusively for made-to-measure.

On the Upper West Side, French furniture store **Roche Bobois** signed on at 2040 Broadway, the corner of West 70th Street.

In Herald Square, **Target** is to open a megastore at 112 West 34th Street in the 26-story building across from **Macy's**, joining **Sephora** and **Foot Locker**. This same **Sephora** recently moved from a few doors down, offering its latest retail concept **Beauty TIP Workshop**, a massive technology temple to all things beauty.

In SoHo, European streetwear brand **Carhartt Work in Progress (WIP)** has relocated to a larger space. Five years after opening its first US store on Crosby Street, it is going one block east to 284 Lafayette Street.

In Hudson Square, **Bed Bath & Beyond** and its design subsidiary **One Kings Lane** have signed on Hudson Street.

In Chelsea, a Japanese art museum and four art galleries are opening on West 21st Street as part of a developer's plan to transform its condo building into an 'international arts hub'.

The **Sato Sakura Museum** will be on the ground floor of 500 West 21st Street at 10th Avenue.

In the Flatiron District, Canadian **WANT Apothecary** is now at The NoMad Hotel, 1170 Broadway (at 28th Street) with its first US retail concept from brothers Byron and Dexter Peart, the founders of Montreal's **WANT Les Essentiels**. Women's yogawear **Alo Yoga** recently signed for a new flagship store at 164 Fifth Avenue. Williams Sonoma's **Rejuvenation** fine lighting emporium debuted at 3 West 20th Street, just steps off Fifth Avenue.

In the West Village, **Enfold** has opened at 411 Bleecker Street, previously **James Perse**, which has moved to 368 Bleecker Street. **ATM Anthony Thomas Melillo** has recently opened at 405 Bleecker Street next to Marc Jacobs. **Cynthia Rowley** is moving from 376 Bleecker Street to 392 Bleecker Street. Raquel Davidowicz's **UMA** has taken part of the old RLL by Ralph Lauren space at 381 Bleecker Street. **Sunni Spencer** has opened a pop-up shop at 371 Bleecker Street, which was previously Baccarat.



## With the new Rateable Values and punitive Rates Phasing now in full force (from 1 April) and the uncertainties over Brexit, the 'Perfect Storm' is heading for the street

**SPRING BEAUTY BLOOMING**  
*Beauty is the focus this season and we are seeing some shop-in-shop offerings taking over the department stores. Cayli Cavaco Reck brought her Knockout Beauty concept to Bloomingdale's SoHo, with mini boutique space at 504 Broadway. Barneys is going 'face first' with the Mask Bar at both Madison and 61st Street, and downtown at 7th Avenue and 16th Street, offering an exclusive selection of innovative masks from Korean beauty brand Peach & Lily.*

## LONDON

Congratulations to landlord Capco for securing Tom Ford and Marni as the latest additions to the cosmetics, fragrance and beauty luxury brands in The Market, Covent Garden. Much has been written about the Millennials and the influence of social media (particularly 'selfies') on the purchasing habits of the new target audience. These new launches must represent the case in point. Mulberry (relocated from Floral Street), Rolex and the enlarged Chanel fragrance and beauty boutique have all recently opened in Covent Garden.

Brompton Cross continues in the ascendancy, attracting luxury brands to 'The Village' within Chelsea and Kensington. Bamford will open a spa (in the style of 62 South Audley Street) in Draycott Avenue and Daylesford a delicatessen in Sloane Avenue. LVMH (for two house brands) and Isabel Marant have been spotted scoping the area. D&D portfolio restaurant The Ivy will replace the iconic but sadly now closed, The Brasserie (at 272 Brompton Road).

Heading over to Sloane Street, Bill Granger will open within the 131/133 Sloane Street development alongside Giorgio Armani, Boutique 1, Delpozo and Red Valentino.

On Mount Street, a British watchmaker and another jeweller are hovering with intent over 14 and 15 Mount Street, the former

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Double RL and William & Son. On Carlos Place, custodian landlord Grosvenor has yet to release the identity of the new occupier for 5 Carlos Place, but just around the corner, Huishan Zhang (Chinese couture brand, winner of the Dorchester Collection Fashion Prize and shortlisted for the LVMH Young Fashion Designers prize) will open at 5B Mount Street, adjacent to

Nicholas Kirkwood (number 5) and Christopher Kane (number 4), now also at 15 Old Bond Street, sitting between Bottega Veneta and Prada.

On Bond Street, Richemont continues to populate the area of New Bond Street around its multi-million-pound property investments at 130 New Bond Street (Breitling), number 135 (Belstaff), number 47 (Pinet) and number 50 (Mulberry) with house brands. Anne Fontaine

(number 30) will be replaced by a Richemont watch brand, opposite Chloé (number 143) and IWC (number 138). This area of Bond Street will experience quite a few new brands arriving and relocating as Louis Vuitton seeks an alternative space to 17/21 New Bond Street, which is scheduled to receive a facelift to compete with the maisons of Chanel and Dior.

A number of resident brands on Bond Street face significant rent reviews during 2017. With the new Rateable Values and punitive Rates Phasing now in full force (from 1 April) and the uncertainties over Brexit, the 'Perfect Storm' is heading for the street. Hopefully, there are new entrant luxury brands who will view this period as an opportunity rather than a financial misfortune. ●

# Digital Thinker



## With Every Fibre

Studiofibre's focus on the human experience of a space has earned it an impressive portfolio, featuring the likes of Farfetch, Net-A-Porter and Agent Provocateur. Here, **Alistair Crane** speaks to **Fiona Livingston**, one half of the husband-and-wife duo, in the year of the studio's 10th birthday

### **How did Studiofibre come about?**

Studiofibre is going to be 10 this year, which is also the same age as my son, so it's quite a key year for us. I'd been creative director of a few different practices and then I went freelance under the name Fibre. My husband Ian was working for some architectural practices and we just thought 'why don't we work together?'; it seemed like the natural thing to do. For all the positives and negatives, it works. It works well because we are so passionate about

what we do and that probably comes across, because we live and breathe it all the time.

### **Has your vision evolved over that 10-year span?**

We've had our ups and downs but we are really happy with where we are today. We've managed to break into new spaces despite both starting out and being known as workspace designers. In the world of design it can be difficult to break out of the box

that people initially put you in, so being in retail has brought a lot of joy. What's nice is that the world is changing and there is less need for those boxes to exist. We design experiences – it doesn't matter if it's retail or workspace. Working with future shopping experiences, people understand that these barriers have dissolved.

### **How do you find and work with talent?**

Ian and I are hands-on and actively involved with every project, but it's not just about us; we're a collective and the team we have is great. We have great product designers, marketing people, architecturally trained people and so on. When we're looking at a project from so many different angles we're looking at it from a marketing perspective too – how to link it into a social media campaign and so on – so we need somebody who can give us pearls of wisdom from that perspective, and it's as important as what colour the wall should be or how the space should evolve structurally.

### **How did you go about establishing your client base?**

We were possibly a little naive about that in the beginning because we didn't do a huge amount of marketing; we got work from referrals. Lot of people who went to visit our Net-A-Porter spaces asked who designed them, so we got referrals and it went from there. Now we're growing and want to do more, so we're focusing much more on marketing ourselves; you can't always rely on



### **WHEN WE'RE FIRST TALKING TO A CLIENT WE FULLY IMMERSE OURSELVES IN THEIR BUSINESS AND WE'LL FIND OUT EXACTLY WHAT IT IS THAT MAKES THEM TICK**

other people marketing you in what has become a very competitive landscape.

### **From where do you find inspiration?**

We draw our inspiration from the businesses we work with. We don't have a house style and that's one of the things we pride ourselves on. One of the things I'm personally fascinated by is business, so when we're first talking to a client we fully immerse ourselves in their business and we'll find out exactly what it is that makes them tick, what their aspirations are, where they see themselves going and from that, you start to establish a mental picture of what the space will look like physically. Probably some of our best work has been when we've worked with brands such as Net-A-Porter group and Farfetch, where they're predominantly 2D on-screen brands and we go and create a 3D presence for them. That's our favourite way to work really.



**With the trend for co-living and co-working, founders are now living where they're building businesses. Do you think what you're doing could apply to living spaces?**

Ian has a background on the residential side, so we started out doing a few residential homes. At the moment we're converting stables into a six-bedroom house, which is a really cool project. We're doing it because it's fun and it's important to keep your hand in different things, so one minute we're on a video call with someone in LA and the next we're in the dirt in the local countryside looking at some stables, which is nice! It goes back to what I was saying before about how we see it as designing experiences; whether it's a living, shopping or working experience, everything's becoming merged these days.

**Moving on to technology, how important is it for you to make recommendations for technology to be included in projects?**

It's a huge part of the discussion; in the workplace it's huge and in retail it's much more part of the conversation than it used to be. It's interesting because you're merging boundaries. We see tech as an enabler rather than the star of the show. Our viewpoint on it is that we are trying to create environments that are a little more human, so while we completely embrace technology, we like to make it more stealth. We don't want the environments to be passive; there was a point when everyone

wanted everything to be all-white and spaceship-like and I don't see that as something people actually want. It's certainly not the way that we see the future. We see it coming back to a stage where it's much more organic; you've now got more materials, textures and craft, and it's more about the human experience. Technology is amazing and it enables the human experience so that when you're in any of these places it's far better and far more seamless.

**In some spaces, is the issue with tech that it can date?**

Yes, and with offices. Certainly for global businesses, technology is really important as amazing teleconference solutions save on cost, carbon footprint and so on. So we make sure technology is integrated into boardroom furniture wherever necessary. We don't want a huge 'thing' sat in the middle of a table looking out of date. It depends who we're working with; Farfetch are very tech savvy.

**If you could work with any brand or product what would it be?**

I'm a big fan of the fashion world. I'd absolutely love to work with Chanel, but there are also newer brands that I love. Technology companies are also really interesting. The main core of our

client base is on the fashion-tech side. We're doing quite an interesting project in Kansas that is merging boundaries a bit; it's a workplace but also an exhibition centre and a retail environment. It's really interesting to have it all working together. Anyone who can push us to cross disciplines like that is great to work with.

**How important is music and ambience?**

We get involved with the AV systems but not in the type of music. I do think it's really important and it can change the atmosphere of an environment completely. We're working with Farfetch in LA where they have music but in their London space they don't, and it offers a completely different tone. In terms of the technology, they have an amazing system and they use it for company events. I'm a big music fan and so is Ian; I think it's really important because it enhances the experience.

**What does the next 10 years look like for you?**

I think the fact we've broken into retail is great and we'd like to continue to do more of it. Overall, we just want to be doing more diverse things — hotels would be amazing, for example. Having a range of different projects is what we want. We do see ourselves growing; we're based in London, which we like, but I also see us expanding. We design furniture for every project so we're also going to start retailing it after projects have ended.

**You're a power-husband-and-wife team. How do you find time to take holidays and where do you go?**

Well, we're going skiing next week. I used to be a snowboarder but now I'm a skier. Work-life balance is really difficult; we've had holidays where we've had to fly back early but we're quite careful now to try and not let it get in the way. But at the same time we can't switch off, because it's our business and it's what we love doing. ●

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







LIMITED EDITIONS



# Ten Out of Ten

IMOGEN SMITH MEETS **TIM HOMEWOOD**, BRAND AMBASSADOR FOR TANQUERAY AND TANQUERAY NO. TEN GINS, AND **GARY FRANKLIN**, MANAGING DIRECTOR OF BELMOND TRAINS AND CRUISES, TO DISCUSS A RECENT PARTNERSHIP AS PART OF THE PERFECT TEN SERIES

Train travel may conjure thoughts of congested platforms, delays and stuffy cabins. But erase those memories for a second. Think far beyond the Tube; add heritage, luxury and romance, topped off with a Tanqueray No. Ten G&T in hand, and you arrive at a whole new level of locomotive. The Belmond British

Pullman is the train in question, which was, in fact, the same train that delighted passengers travelling from Ashford to London last November; a tenfold upgrade from the usual service, albeit minus the gin.

This forms the recent partnership between British brands Belmond Trains and Cruises and Tanqueray No.

Ten. 'The Perfect Ten series is a year-long campaign to shine a light on the craftsmen behind some of the UK's most iconic luxury brands,' explains Tim Homewood, a behind-the-bar regular at London's best drinking holes. Other partnerships in the series to date have included florists Rebel Rebel, fragrance house The

Perfumer's Story and jewellery designer Delfina Delettrez.

The mutual desire to offer the ultimate travel experience made Belmond British Pullman an ideal partner for the Tanqueray No. Ten campaign, which takes inspiration from Charles Tanqueray, the man responsible for the famous gin who indulged his appetite for



## LIMITED EDITIONS



## Tanqueray has been in production since 1830 and not a massive amount has changed in that time

adventure and travel in his search for the best blend of botanicals. Belmond passengers may not be on a quest to find the most aromatic juniper berries, but 'it's very important that every element of their journey with us is unforgettable from start to finish,' notes Gary Franklin.

Both luxury brands pride themselves on a sense of tradition, as Tim reiterates: 'Tanqueray has been in production since 1830 and not a massive amount has changed in that time'. The same goes for the Belmond British Pullman carriages with their lovingly-restored 1920s interiors. Each

Pullman carriage is unique and has its own story; 'Audrey' carried members of the royal family and was damaged by an air raid on Victoria Station at the peak of WWII, but it was 'Phoenix' who was known to be the Queen Mother's favourite passenger car.

A sense of British heritage is another pervading element seen in the make-up of both brands, reflected in the taste of Tanqueray No. Ten gin, and the experience of being on-board a Belmond train. 'We use local

British produce throughout our menus and serve English sparkling wine on various journeys,' says Gary, and the proof is certainly vouched for in the eating.

Similarly, Tanqueray No. Ten is a manifestation of gin's rich history. The spirit first arrived on our shores over 300 years ago, and now the spirit is experiencing a boom in popularity that shows no sign of slowing. As Tim says: 'It has really captured the imagination of distillers, who now produce some incredible gins.' A fact only highlighted by the opening of 40 UK-based distilleries in 2016.





*Previous page:*  
The 'bartender's masterpiece'. Tanqueray No.Ten gin makes a memorable Martini

*This page:*  
Ready for dinner service, on board the Belmond British Pullman

With the sovereign's stamp of approval, the Belmond British Pullman makes an idyllic setting for the forthcoming evening event in celebration of the partnership, where ticket holders will be hosted by Gary Franklin and taken on a journey reminiscent of a bygone era in train travel. Gary reiterates, Belmond 'train journeys and experiences appeal to those looking for an authentic escape, where they can take time and unwind'.

Setting off from Victoria Station on a route through the rolling hills of the Surrey countryside, passengers will be immersed in the world of luxury train travel, accompanied by a menu of seven specially crafted dishes. It doesn't stop there; each gourmet offering will be paired with a cocktail, crafted by Tim, to enhance the dining experience. Expect to taste gin-based concoctions such as, 'The Golden Age', a blend of Tanqueray No. Ten, Bay Leaf Syrup, Lagavulin and Anise (designed to complement a gin-and-tonic-cured salmon gravlax starter, served during a sample event), to the sweet Cocci Americano in the 'Blanc Negroni', which perfectly balanced the sharp cheddar at the end of the meal.

In addition to the Tanqueray No. Ten partnership, Belmond British Pullman is going full-steam ahead with a pop-up series of experiences, offering a programme of journeys throughout the year. 'Celebrity chefs, such as James Martin and Tom Kerridge, will host

dining events on board the vintage carriages,' explains Gary, who strives to make every moment of passengers' journeys unforgettable from start to finish.

Following dinner, travellers will be invited to create their own perfect Martinis with expertise from cocktail maestro Tim, after an introduction to Tanqueray No. Ten. It doesn't need much in the way of an introduction, but you might be surprised by some of the brand's lesser-known facts. It is, for example, the only gin to be distilled using three different types of whole, fresh citrus fruits, which gives the spirit its intense flavour. Unique not just in the taste but in its appearance, the award-winning bottle design of Tanqueray No. Ten is as carefully crafted as the liquid inside. With attention to detail – as seen in elements taken from the humble lemon squeezer – and Art Deco touches, it has been coined the 'bartender's masterpiece'.

So, what makes the perfect G&T? According to Tim, it's simple: 'A FULL glass of ice, one part Tanqueray No. Ten to two parts premium tonic water, garnished with a lovely slice of pink grapefruit.' In that case, make mine a double. ●

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

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

# Wealth Report

PROFESSOR BENJAMIN BERGHAUS EXPLAINS THE IMPORTANCE OF MEANINGFUL SEGMENTATION IN AN INCREASINGLY INTERNATIONALISED MARKET SETTING

## Successful Segmentation

How many times have you heard or read that the luxury market is doing badly 'because of China'? That brands are feeling relief in the UK market because of Brexit and the resulting weak pound? That the Russian market will remain difficult to navigate for the foreseeable future? To me, these evaluations are not much more than blatant headlines to distract from a lack of holistic and comprehensive market understanding. The key fallacy at play here is that understanding the global luxury market as the sum of geographically differentiated market segments is far from the most informative way to describe a thoroughly internationalised market setting. Allow me to illustrate.

### NEVER 'SELL TO CHINA'

How do you define 'China'? 'China' is likely to be the label of the column in your controller's performance-planning Excel sheet, which came to be when you introduced your first point of sale there. 'China' is your definition of a market segment because you invested into a nationally delineated market and you want that investment to pay off. 'China' is not important in the discussion because you understand that regional market segment particularly well, because it is so beautifully homogeneous, or because it holds sure-fire, exceptional value in the long run. Don't get me wrong; China is a great economy and a very valuable and even strategic place to be with your points of sale. But it's not the best way to think about what you are trying to achieve: meaningful market

segmentation. The market is too complex, too heterogeneous; its customers are fervent travellers, and there is certainly no one-size-fits-all solution to conquer that market. It might be great segmentation, were you in a distinct B2B or B2G niche, but you're not; you are in high-end B2C. So, either you are thinking of individual customers altogether (very high-end) or you are thinking about servicing a slice of the market (premium). Neither requires you to burden yourself with aiming to understand 'China', but rather the key elements to Chinese consumer culture. So, try not to 'sell to China', rather, consider the Chinese customer. This differentiation might seem pedantic at first sight, but it makes a distinct difference.

### NEVER 'SELL TO THE US'

Likewise, consider not trying to sell into the US market. The US market is still magnetic to travelling luxury consumers who shop brands that are not native to their market. Around a third of the luxury sales are being attributed to extra-regional tourists (see Bain's Report on Luxury Goods, 2016). This tells us that you built your US retail store not for the American target group, but for the visiting Chinese, German, French, or Brazilian customer. So it becomes helpful not to think of it as selling to the US market, but rather to consider the characteristics of the travelling customer when compared to the domestic.

### NEVER SELL TO YOUR BRAND'S DOMESTIC MARKET

Moreover, consider not trying to sell in your brand's domestic market. Instead, reflect on how different the customers who enter your stores in the UK, France, Germany and Italy are with regard to how much of their lives they've been involved with your brand and how this imprints on their perception of your value proposition. The domestic customer might have a whole biography, cultural identification and national pride (and likewise gigantic expectations of what Cartier, Porsche, Bulgari or Burberry ought to stand for) while the travelling customer is looking for consumer entertainment in a luxury good. So, consider not selling to your brand's domestic market but rather compare those who grew up with your brand with those who visit to experience your brand in its home turf, regarding both groups' value perceptions.

Let's back up for a moment, integrate these thoughts, and reiterate why 'selling to China' is not the best possible way of thinking about market segments. Market segments are strategic tools in marketing that do not arise from incurred investment or national borders or your controller's Excel sheets. They arise from those pockets of the market that appear particularly well-resonating with your value proposition, and that provide both size and growth potential to make an investment financially sound. In some cases, this used to coincide with national borders,



**Segmentation needs to refocus on its task: delineating consumers based on their perceptions of your brand and their potential for generating value. Thus, adopting a refocused methodology of segmentation is not only advisable, but might even be crucial**

but due to the increasingly international and well-connected market of today, it has simply been shown to be outdated. Segmentation needs to refocus on its task: delineating consumers based on their perceptions of your brand and their potential for generating value. Thus, adopting a refocused methodology of segmentation is not only advisable, but might even be crucial to company survival and not creating false impressions of safety when calculating ROI and risk to sink the investment. Here are three key things to keep in mind.

Meaningful segmentation is value perceptions + growth potential. Market segmentation is driven by the duality of understanding a) what generates perceived value with your consumers, and b) what generates factual value and profit with your company. The former provides insight as to how you should design your offer to generate the optimum profitability with a distinct customer group. The latter reminds not to attempt to try and understand a customer segment that might never be valuable due to a lack of size or growth potential. A key requirement becomes apparent: market segments should be, ideally, rather homogeneous. You will only have one positioning for a market segment and it should hit home with every member of this group.

Powerful segmentation is malleable. Market segments change and so should your

approach to catering to them. Investing heavily in tools and outlets that are directed at distinct customer segments that are quickly morphing in terms of size, composition, solvency and attractiveness for other consumers are high-risk undertakings. Thus, the selection of tools you employ to tackle a market segment ought to be as agile as the market segment itself.

Appropriate segmentation is traceable. Especially due to the changing nature of market segments, it becomes an important factor to evaluate how well you can estimate the size and dynamics of a designated key market segment.

You will not be able to manage your engagement in the market segment if you cannot build on distinct and reliable information on value perceptions and segment dynamics.

To wrap up this illustration, allow me to evoke an analogy. Consider your favourite romantic comedy. Consider where the comedy comes

from. With romantic comedy, there's always an element of one trying to win the other's heart, but they are held back by a distinct misunderstanding; an important piece of the puzzle is missing about what they both truly crave. From this problem stems a distinct unease and awkwardness, that in turn lends to the basis of laughter; it's only the resolution of this problem that provides the beginning of a more substantial love story.

There are many romantic comedies in the luxury market, but they are not as charming to watch as Meg Ryan or Hugh Grant (albeit, 10 years ago) and they are caused by less than perfect segmentation. So, successful segmentation can help you cut most of the awkwardness out of the romance between your brand and your customer and, in a whole range of meanings, instead ask 'why not put a ring on that finger?' ●

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Dr Benjamin Berghaus is the Founder of St Gallen's Research Program for Luxury Brands and started the Competence Centre for Luxury Management at the University of St. Gallen in Switzerland. His research and insight focuses on luxury management, product change and brand identity.  
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# Brand Matters



## THE IMPACT OF UNCERTAINTY

Georgia Fendley

# Very Superstitious

In times of uncertainty, we lose faith in the institutions upon which we usually rely. When the stability and security we expect is disrupted, we instinctively look for other sources of comfort. We are drawn to alternative ideas, motifs, themes and symbols that transcend the supposedly logical structures of commerce, science, politics, religion and the law.

In case you haven't noticed, we find ourselves in just one of those moments; from Brexit to Trump, economic uncertainty and cultural revolution reign supreme. The conceptual and emotional infrastructure of our lives seems uncertain. Those cornerstones of a civilised society, the things we thought we didn't need to think about suddenly seem less rock solid. The things we thought we could rely on to remain consistent are changing and the status quo is in a state of flux. This is profoundly unsettling.

Despite what we tell each other, we human beings are not really built for change. We like to know what's what and, who's who and, most importantly, to have an understanding of what's next. The impact of this uncertainty is an instinctive pre-disposition to search for something bigger,

to find some sense of meaning and security.

Taking the long view, we see this in the luxury trends of the 1920s and 1930s in the US and the 1940s in the UK and Europe. Astrological motifs, nature and the colour green, horoscopes, mythical beasts, religious symbols and heroic legends were the popular motifs of the day. Sound familiar? It is fascinating to me that the same motifs are dominating our aesthetic landscape today, a time with echoes of the same uncertainty. These powerful symbols promise transcendence, meaning and personal resilience and they provide a comfort of sorts in an otherwise uncertain universe. This trend is subconscious; consumers don't process these feelings logically, but they are powerful patterns nonetheless.

It's fascinating then to reflect on the aesthetic trends of the last few years. In colour, we have seen the dominance of the natural; green and blue in all their tones have been prevalent. We have also seen a long trend for supernatural colours reflective of positivity and a naive purity, with pink and yellow pre-eminent in this set.

There have also been significant trends in symbols reflecting this movement; think about the fine jewellery collections of the last few years, from moon and stars to horoscope signs, lockets and charms and natural motifs, insects and animals. Everyone you aspire to own is at it; from Chanel to Carolina Bucci, superstition sells.

We also see a generalised move towards personalisation, individuality, craft and the handmade. I was discussing this in the context of typography recently. As everything has become computerised and perfect, we humans have sought to manufacture imperfections. The font shops of the world are filled with distressed digital fonts — a bizarre concept when you really think about it. You only need to pop into your local independent coffee shop to see them in action. Overblown monograms are part of the same pattern; personal identity as identifier, the power of self made visible, great examples being old-school Goddard and new-generation Chaos. The arts-and-crafts aesthetic is also highly visible at the moment; think of

JW Anderson's Loewe, borrowed from art-school cool. Folk, nature and the animal self are all popular motifs at the moment.

What we are instinctively responding to is the zeitgeist: a desire to feel rooted. There's a search for connectivity and meaning, a commonality the digital 'community' can't provide. This also means that as consumers we are craving a connection to something beyond the commercial. The rise of brands, products and services focused on wellbeing, mindfulness and meditation reflect this desire. There is also a wish to live in the moment, to trade status for experience. Festivals have never been more popular; people want to feel connected and at the heart of things, even if just for a moment in order to transcend their everyday cares.

Far from feeling threatened by this search for meaning, brands need to tap into their own sense of purpose and identity to help provide consumers with the comfort they so crave. When you can't trust the institutional brands you used to believe in, belief-based brands with a purpose become magnetic. Some sectors are seeing extraordinary results in response to this pattern. A stroll past the daily queue outside Supreme speaks volumes. This is in contrast to the quiet-as-a-museum flagships on Bond Street. Smart brands are digging deep to be true to themselves and seek a deeper and more immediate connection with their consumers. For the luxury sector, this means being their customers' silver lining on an otherwise cloudy horizon. ●

Georgia Fendley is CEO of Hill & Friends, Founder of Construct and NED of Cambridge Satchel Company



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

Q&A

## Alex Michelin

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Co-Founder and Director,  
Finchatton Ltd.



What is your current favourite... restaurant? I'm a regular at Ziani's, a family-run Italian restaurant in a quiet side street in Chelsea, which serves the most amazing bresaola and zucchini fritters. It's mostly used by locals living or working in the area, so has a friendly atmosphere. It's also only few minutes' walk from my office, so I tend to go there when I'm meeting someone for lunch.

... hotel? I spent my honeymoon at One&Only Reethi Rah in the Maldives, so it holds a lot of special and unforgettable memories for me. It's located on the most beautiful paradise island you can imagine and yet has plenty of facilities to keep you entertained once you've tired of lying on the beach. I also love Hermitage Bay in Antigua. We designed the interiors for them and it really is a magical place to stay – an undiscovered gem in the Caribbean.

... item of clothing? I love kitesurfing so being in my board shorts surfing in Antigua has to be my preferred attire! It certainly beats wearing a suit.

... tailor? I've used a number of different tailors in London but keep coming back to Richard James in Savile Row for their great quality and shape. The suits are handmade and are more understated than some of the more stiff and structured suits you find elsewhere.

Early bird or night owl? Night owl definitely.

What can't you leave home without? Not much actually. I am very happy to leave everything at home and just go! Having said that, my iPhone is a must for work so I would probably be in trouble if I left without that for too long.

Where would your ideal holiday be? My ideal holiday is in Antigua. I grew up there and it is the most fabulous and unspoilt island. You can find some of the most beautiful beaches in the world and the locals are so friendly and always smiling. Relaxing on the beach with my feet in the sand and a cold beer in hand! It is definitely my spot to recharge.

Do you collect anything or would you like to? I have a slight weakness for nice watches so when finances allow, I like to collect special watches that appeal to me.

What's your favourite city? London – it is the centre of the world right now and where every young ambitious person wants to be based. Our tech start-up scene and the amazing confluence of language, culture and finance make it a perfect place to live and work.

How do you unwind? I get on my bike and just go for a long cycle. There is nothing better than whizzing along and letting the mind wander. ●

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