

FASHIONNYC2020



An NYCEDC Study



New York City Economic Development Corporation

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Disclaimer

While not necessarily endorsing any of the specific conclusions reflected in this report, the members of the Fashion.NYC.2020 Advisory Board as well as the additional Fashion.NYC.2020 participants provided detailed feedback and helped ensure the overall integrity of the work. Any opinions herewith are solely the views of the authors and do not necessarily reflect the views of any of the other participants in this project.

Introduction – Letter from Industry Chairs

Dear Friends,

As a global center of creative activity, media and commerce, it is no surprise that New York City has long been the fashion capital of the world. However, NYC's fashion industry faces difficult new challenges, such as shifts in consumer preferences for what and how they buy and the rise of new technologies that call into question the viability of traditional business models.

In response to these challenges, we were pleased to partner with NYCEDC on Fashion.NYC.2020. This program brought together both public and private sector leaders to examine the trends and changes that are increasingly impacting the fashion industry and to identify steps NYC can take to continue to grow as the global fashion capital.

This report summarizes the findings of Fashion.NYC.2020 and describes the exciting initiatives that have been developed in response to these findings. We trust that the Fashion.NYC.2020 report will be of interest to everyone who has a stake in the future of the NYC fashion industry.

We thank and applaud NYCEDC and their partners in the NYC fashion community for their efforts.

- Richard Darling, CEO, LF USA
- Diane von Furstenberg, Chairman and Founder, Diane von Furstenberg Studio L.P., and President, Council of Fashion Designers of America
- Terry Lundgren, Chairman, President and CEO, Macy's, Inc.
- Andrew Rosen, CEO, Theory
- Kevin Ryan, CEO, Gilt Groupe

Introduction – Letter from Seth Pinsky

New York City is unquestionably the world's fashion capital. We are home to the headquarters of more than 900 fashion companies as well as the country's largest fashion retail market, and twice each year, thousands of industry leaders flock to the City for New York Fashion Week. The fashion industry in New York City has historically been an anchor industry – serving as an important catalyst for our City's economy – yet going forward, we cannot rest on our laurels. In the coming years, a variety of trends will redefine the industry landscape, and we will most certainly face significant challenges. Our goal in the Bloomberg administration is to ensure that we are able to maintain our global standing in this industry by anticipating these challenges, and creatively addressing them head-on, for the sake of our City's economic future.

To this end, in January 2010, NYCEDC launched Fashion.NYC.2020, a study designed to examine the state of the fashion industry and identify strategies to enhance the City's position as the global fashion capital. Based on detailed analyses as well as a series of dialogues involving hundreds of industry leaders, emerging entrepreneurs, academics and others, NYCEDC pinpointed two specific challenges that the industry faces in New York. First, we identified a need to attract more young managerial talent to the City; and second, we saw a need for the City to continue to enhance its standing as a hub of innovation for specialty and multi-channel retail.

To address these issues, as well as to strengthen the factors that currently differentiate NYC's fashion industry, in November 2010, Mayor Bloomberg and NYCEDC announced a suite of innovative programs to be launched over the course of the following two years. Among these programs are Fashion Campus NYC, a career-building and networking event to help talented students pursue fashion business careers in New York City, and Fashion Draft NYC, an initiative that brings together NYC-based businesses and top-ranked students for a coordinated interview program. Both of these programs were launched in partnership with Parsons The New School for Design and will allow us to cultivate the next generation of fashion management talent right here in New York City. This year, in partnership with the Fashion Institute of Technology, we will also launch Design Entrepreneurs NYC, which provides designers with the tools to launch and manage fashion businesses; NYC Fashion Fellows, which will promote rising stars in fashion management; Project Pop-up, a competition that fosters retail

innovation; and the NYC Fashion Production Fund, which assists emerging designers with access to capital.

Through these initiatives, NYCEDC will seek to fulfill our commitment to this critical sector of our economy and ensure that we remain the unrivaled global fashion capital. Thanks to these efforts, and with the help of our dedicated partners, I am confident the fashion industry will continue to be a critical driver of innovation, good jobs and investment in New York City for years to come.

Seth Pinsky

President, New York City Economic Development Corporation

Executive Summary

To enhance New York City's status as the global fashion capital, in January 2010, NYCEDC launched Fashion.NYC.2020, a strategic study to examine the challenges facing the fashion industry over the coming decade and to identify initiatives addressing those issues. NYCEDC partnered with the global consulting firm Bain & Company to conduct surveys and interviews with more than 500 industry professionals, such as CEOs of leading fashion companies, including wholesalers, retailers and designers. The study answered the following questions:



Deputy Mayor Robert Steel announces the Fashion.NYC.2020 initiatives at the 2010 Women's Wear Daily CEO Summit.

Where are we? NYC is the preeminent global fashion capital, serving as headquarters to more than 900 fashion companies and host to one of the four major Fashion Weeks, a biannual event that draws well over 200,000 attendees each year. NYC thrives along all components of the fashion value chain:

- It is a hub of fashion design and boasts several of the world's top fashion design schools.
- Fashion manufacturing represents 31% of all manufacturing jobs in NYC.
- NYC's wholesale market accounts for 27% of the U.S. wholesale market.
- NYC's fashion retail market is the country's largest, generating over \$15 billion in sales annually.

In addition to being a productive center for top fashion designers, wholesalers and retailers, NYC is a hub of fashion marketing and media.

Where are we going? The major trends impacting the industry are as follows:

- **Spend polarization:** Consumers are increasing spend at high and low price points while reducing spend at mid-tier price points.
- **Growth in emerging markets:** The market for fashion is growing in emerging markets, particularly in the BRIC countries (Brazil, Russia, India

and China), all of which have displayed a strong demand for foreign brands.

- **Rise of contemporary brands:** “Contemporary” brands, including teen fashion and premium denim labels, have been expanding rapidly. This shift favors Los Angeles, where many contemporary brands are based.
- **Demand for on-trend and in-season merchandise:** Consumers are increasingly adopting a “buy now, wear now” mentality, though according to the current fashion calendar, merchandise is typically sold ahead of each season. Demand for on-trend and in-season products accounts for the explosive growth of fast-fashion retailers – growth outpacing that of specialty retail stores.
- **Growth of vertical brand strategies:** Vertically-integrated retailers can create products in short cycle times, expediting the delivery of designs from the runway to stores. Wholesalers and department stores are increasingly adopting vertical brand strategies to meet consumer demand for on-trend and in-season product.
- **Appealing to online and mobile customers:** More and more, consumers are researching products and making purchases online. Online sales growth is projected to be approximately 10% annually, while overall fashion retail sales are projected to grow 2% annually.
- **Rise of new media and social networks:** Fashion trends are now covered on easily-accessible new media outlets and shared on social networks. Consumers form opinions and make decisions about fashion using input from a wide variety of sources, necessitating innovative and diverse marketing strategies.
- **Consumer centricity:** Consumers are providing more input into the design process. Designers are adopting crowd-sourced collections, and shoppers can customize their purchases in a variety of ways.
- **Sustainability:** Designers are increasingly interested in developing – and consumers in purchasing – merchandise that is produced sustainably.

How do we get there? Three competitive differentiators uniquely position NYC to be an unparalleled fashion center. NYC is:

- **A top destination for designers and fashion design entrepreneurs**
- **The headquarters hub of the wholesale trade and department stores**
- **A global center of fashion media, marketing and retailing**

Fashion.NYC.2020 aims to bolster these three differentiators and to build new assets to support the fashion industry’s growth and continued leadership. NYCEDC identified two key asset-building opportunities:

- **Developing the next generation of management and merchant leaders**
- **Becoming a hub of innovation for specialty and multi-channel retail**

Support key differentiators	Accelerate growth of the world’s top design talent and fashion entrepreneurs	Continue to be the HQ hub of the wholesale trade and department stores	Sustain NYC’s role as the world’s center of fashion media, marketing and retailing
Build new assets	Develop the next generation of management and merchant leaders		Become a hub of innovation for specialty and multi-channel retail experiences

Based on the above, NYCEDC has recommended and is in the process of implementing six initiatives:

- **Fashion Campus NYC:** Programming to expose summer interns to the breadth of exciting career opportunities available on the business side of the industry
- **Fashion Draft NYC:** A talent recruitment initiative in which select top college seniors get a behind-the-scenes look at the industry and interview with some of the City’s fashion firms for full-time, management-track positions
- **NYC Fashion Fellows:** A recognition program offering mentoring, networking and educational opportunities to “rising stars” in fashion management

- **Design Entrepreneurs NYC:** An entrepreneurial “boot camp” to equip emerging designers with the tools necessary to launch and manage a fashion business
- **Project Pop-up:** An annual competition to foster innovation in retail by promoting compelling, cutting-edge fashion retail concepts
- **NYC Fashion Production Fund:** A fund providing emerging designers loans for production financing as well as mentoring services and access to local production resources

Where We Are: NYC Is The Global Fashion Capital

New York City’s ecosystem includes all of the ingredients necessary to be a top fashion destination:

- **Fashion Week:** New York Fashion Week serves as the biannual centerpiece of the City’s thriving fashion industry. Attracting approximately 232,000 attendees each year, Fashion Week showcases designers’ collections in over 500 events throughout the City.¹ The event generates \$532 million in direct visitor spending and \$865 million in total economic impact each year.²
- **Design:** NYC is the leading fashion design center in the United States and an unrivaled destination for fashion designers. Many of the industry’s premier designers were trained at NYC’s fashion design schools, which are among the best in the world.
- **Manufacturing:** Given that proximity to factories is critical for designers, NYC remains a robust fashion manufacturing center. Fashion manufacturing represents 31% of all manufacturing jobs in NYC.³
- **Wholesale:** NYC’s incomparable wholesale market accounts for 27% of the U.S. wholesale market and attracts more than 578,000 domestic and international visits each year to its 75 major trade shows and thousands of showrooms.⁴

¹ NYCEDC, 2007

² NYCEDC, 2008, 2012

³ *Ibid*

⁴ NYCEDC, 2007; The Doneger Group, 2007

- **Retail:** NYC boasts the country's largest fashion retail market, and this market is growing. NYC retailers generate over \$15 billion in sales⁵ and \$768 million in tax revenue⁶ annually. From 2012 to 2015, it is projected that employment at NYC clothing and accessories stores will increase by 17%.⁷
- **Media and marketing:** Rounding out the fashion ecosystem in NYC, major fashion media and marketing companies supplement the industry's growth by providing a platform from which NYC designers can launch their brands and earn international attention. NYC is home to major fashion publications, including *Harper's Bazaar*, *InStyle*, *VOGUE* and *Women's Wear Daily*, as well as two of the three largest global marketing agencies.⁸

This unique combination of businesses and events makes New York City an unparalleled global fashion center.

Value chain element ⁹	Current NYC employment	Share of U.S. total
Design/Wholesale	53,280	12%
Manufacturing	23,838	7%
Retail	95,718	3%

⁵ NYS Department of Labor, 2009; U.S. Census Bureau, 2002; U.S. Bureau of Labor Statistics, 2009

⁶ NYS Department of Labor, 2008, 2009; NYCEDC, 2008 (derived from NYS Department of Finance and NYS Department of Management and Budget)

⁷ Moody's Analytics

⁸ *Advertising Age*, 2008

⁹ NYS Department of Labor, 2010; U.S. Bureau of Labor Statistics, 2010 (derived from NYS Department of Finance and NYS Department of Management and Budget)

Where We Are Headed: Fashion Industry Trends

Significant forces have already begun to affect every piece of the fashion industry value chain, from design to retail. Left unchecked, these forces will likely have uncertain, neutral or negative impacts on NYC's fashion sector by 2020.

Spend polarization: Consumers are increasing spending at high and low price points while reducing spending at mid-tier price points, which are core to many department stores. From 2004 to 2009, consumer spending at U.S. off-price retailers grew at 6% annually, while spending at mid-tier department stores fell by 4% annually.¹⁰ Since department stores are core to NYC's retail economy, this trend would negatively impact the City's fashion industry.

Growth in emerging markets: The U.S. apparel industry is projected to grow at a continued rate of ~2% annually¹¹, while stronger growth is expected in emerging international markets, particularly in the BRIC countries, where the annual GDP growth rate is forecasted to be 6-9% (compared to 2-4% for many developed countries) from 2011 to 2021¹² (see Figure 1). In fact, the sizes of the BRIC countries' respective apparel markets already eclipse those of some developed countries¹³ (see Figure 1). Central to that growth is the demand for foreign brands, which, for example, make up 20-40% of the top 10 brands in the BRIC countries (vs. less than 20% penetration in the U.S., U.K. and Germany)¹⁴ (see Figure 2). Thus, emerging markets present an opportunity for U.S.-based fashion companies. The impact of this trend on NYC's fashion industry is uncertain and depends on the extent to which NYC-based businesses are able to capture this opportunity.

¹⁰ Euromonitor; OneSource, BEA; S&B; NPD; Interviews, Winter 2010; "Luxury goods retailing," Mintel, Jan. 2008; Bain & Company

¹¹ Economist Intelligence Unit; S&P Apparel Industry Survey, Mar. 2010; Euromonitor; Bain & Company

¹² Economist Intelligence Unit, 2011; Bain & Company

¹³ Economist Intelligence Unit, 2011, Euromonitor, 2010; Bain & Company

¹⁴ Euromonitor, 2010; Economist Intelligence Unit, 2011; Bain & Company

Figure 1: GDP size and projected growth rate for non-BRIC and BRIC countries

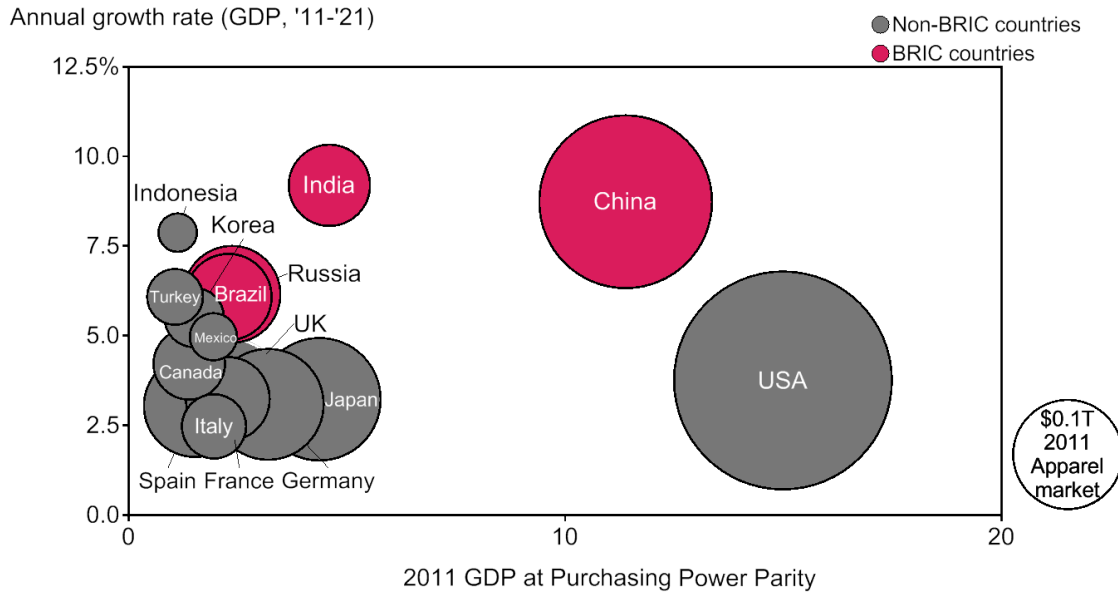
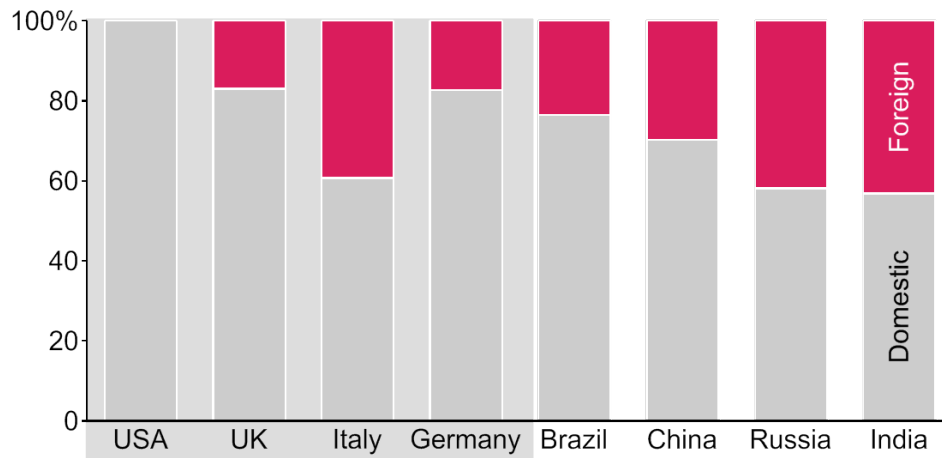


Figure 2: Share of top 10 brands in developed and BRIC countries (2010, by retail sale value)



Rise of contemporary brands: In recent years, the rise of “contemporary” fashion (teen fashion and denim) has driven industry growth; from 2005-8, the annual sales growth rate of U.S. contemporary teen retailers was eleven times that of the overall

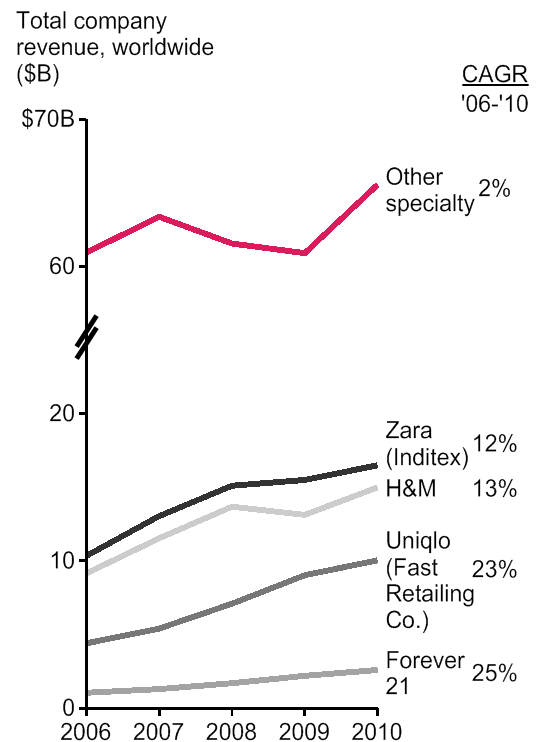
apparel industry¹⁵, and U.S. premium denim sales grew at 29% annually, while overall denim sales grew at 5%.¹⁶ This shift favors Los Angeles' fashion industry over NYC's, as most contemporary fashion brands are based in L.A.

Demand for on-trend and in-season merchandise:

The availability of near-instantaneous fashion news whets consumers' appetites for the merchandise they see on the runways; as a result, consumers increasingly prefer on-trend, in-season fashion. Fast fashion retailers, which are trend-driven and affordable, have grown rapidly; from 2006-10, year-over-year sales of retailers Forever 21 and Uniqlo grew 25% and 23%, respectively, while other specialty retailers' year-over-year revenue growth was 2% during the same period¹⁷ (see Figure 3). The impact of growing demand for on-trend, in-season merchandise on NYC's fashion economy is uncertain and depends on the extent to which NYC-based retailers are able to deliver this type of product.

Much of the full-scale production process can be carried out overseas; however, manufacturing on-trend and in-season product mandates a shorter production cycle, therefore requiring local production support for sample runs, small-scale orders and small quick-turn requests (e.g., refills). Thus, there will be need for niche local production as well as some full-scale domestic production. Since this does not represent a change from the status quo, the impact on the NYC fashion industry is neutral.

Figure 3: Fast fashion and specialty retail revenue growth



¹⁵ Company reports; OneSource; Needham Co.; Global Markets Direct; Euromonitor; BEA; NPD; "Premium denim still hot with U.S. consumers, investors," *Reuters*, 2009; Datamonitor company profiles; "Denim delirium," *The Arizona Republic*, Nov. 2005; Bain & Company

¹⁶ Literature search; "Premium denim still hot with U.S. consumers, investors," *Reuters*, 2009; "Jeans - U.S.," Mintel, Mar. 2008; Euromonitor; "Denim delirium," *The Arizona Republic*, Nov. 2005; Bain & Company

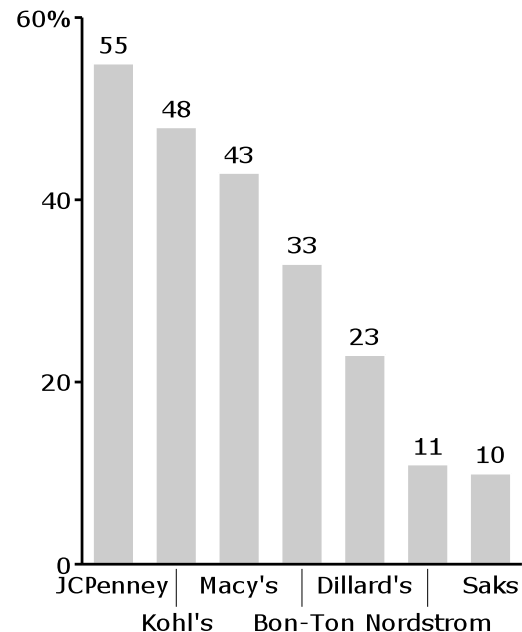
¹⁷ Capital IQ; Hoovers; Bloomberg; *The Wall Street Journal*; *Women's Wear Daily*; Financo; Societe Generale; Chevreux; *Forbes*; Bain & Company

Growth of vertical brand strategies:

Vertical retailers are better-positioned to streamline processes and reduce speed to market in an effort to develop and deliver on-trend merchandise. To meet the demand for faster merchandise availability, retailers are incorporating vertical brand strategies. For example, department stores continue to combat declining sales with private and captive brands¹⁸ (see Figure 4). Some wholesale vendors are also adopting vertical strategies – increasing sales through owned stores – to improve margins.¹⁹ It is unclear how consumers will respond to vertical brand strategies in the long run.

Appealing to online and mobile customers:

Customers are taking their fashion decisions to the Internet, conducting more transactions online and relying on online sources to inform their in-store purchases. Online sales of fashion merchandise in the U.S. are projected to grow 9-11% annually over the next few years, with penetration of total U.S. apparel retail sales reaching ~10% by 2020.²⁰ Despite the increase in online transactions, many consumers ultimately still make their purchase decisions in-store (likely due to the ability to test fit). Multi-channel players are thus poised to capture sales growth.²¹ While the impact on NYC is neutral, the growth of online sales presents an opportunity for innovative retailers.

Figure 4: Private label and exclusive brand share of 2010 sales

¹⁸ Credit Suisse, Jul. 2011; *The New York Times*, Feb. 2010; Industry interviews, Winter 2010; Bain & Company

¹⁹ Euromonitor, 2004-2008; Financo Comp Store Sales Report, 2009; Industry interviews, Winter 2010; "Apparel & Textiles," J.P. Morgan, 2009; Bain & Company

²⁰ "Clothing and Footwear in the U.S.," Euromonitor, 2009; "The State of Retailing Online 2009: Marketing," Forrester Research, 2009; "Consumer Internet," Credit Suisse, 2010; Bain & Company

²¹ "Internet Retailer Top 500 Guide," *Internet Retailer*, 2006-2009; Industry interviews, Winter 2010; Bain & Company

Rise of new media and social networks: Challenging the editorial voice of traditional print outlets, new media and social networks are reshaping fashion media. Growing online coverage of the industry means that consumers can form opinions and make purchase decisions using input from a wide variety of sources. In fact, consumers increasingly trust reviews, blogs and social networking more than traditional media.²² As a result, the fashion industry needs innovative and diverse marketing schemes. Given that NYC is a hub of both established and emerging fashion media outlets, the impact of new media and social networks on the industry is uncertain.

Consumer centricity: Through customizable designs and crowdsourcing, many major wholesalers and specialty retailers are using technology to involve consumers in fashion product design. Consumer-driven demand is unlikely to significantly reshape the design process, but consumer-centric trends offer an opportunity for innovative designers and retailers adept with technology. NYC's retailers range from traditional retailers that can sometimes take longer to adopt new technologies to startup fashion companies that quickly leverage online innovations; therefore, some sectors may maximize the opportunity while others lag, meaning that the overall impact on NYC's retailers is unclear.

Sustainability: Across many product categories, both consumers and designers are increasingly interested in sustainably-sourced, sustainably-produced merchandise. However, the demand for sustainably-produced apparel lags that for other eco-friendly categories, such as household products.²³ Sustainable production methods may enable cost savings in fashion production, but sustainability is not likely to have a significant impact on NYC's fashion industry over the next few years.

²² "Tapping the Entire Online Peer Influence Pyramid," Forrester, Feb. 2010; "State of the U.S. Online Retail Economy in Q4 2009," comScore, Feb. 2010; Bain & Company

²³ "Green Living," Mintel, Feb. 2010; Environmental Business International, Inc.; Bain & Company

How We Get There: Primary Areas for Action

Given the implications of these trends, inaction would harm NYC's fashion industry. Through insights gathered from discussions with industry leaders, research and surveys, we have identified two primary areas for action: first, bolstering the key differentiators that have made NYC the global fashion capital, and second, building new assets to ensure that the industry is well-positioned for future growth. These two aims inform the initiatives that comprise Fashion.NYC.2020.

Three key factors differentiate New York City's fashion industry. NYC is:

- **A top destination for designers and fashion design entrepreneurs**, with leading design schools and a network of resources supporting their growth
- **The headquarters of the wholesale trade and department stores**
- **A global hub of fashion media, marketing and retailing**

The key asset-building opportunities are as follows:

- **Developing the next generation of management and merchant leaders** by attracting top talent to the business side of the industry. Though there is a strong pipeline of design talent in NYC, business-minded talent is less likely to see the fashion industry as a viable career option.
- **Becoming a hub of innovation for specialty and multi-channel retail.** As new technologies transform the way in which consumers shop, retailers have innovative opportunities to capture growth. The growth of online retail has outpaced that of brick-and-mortar stores, but consumers continue to value the in-store experience. Forward-thinking multichannel players with diverse marketing strategies will therefore be poised to grow.

NYCEDC Initiatives: Supporting Key Differentiators and Building New Assets

Below is the set of six initiatives devised by NYCEDC in conjunction with our Fashion.NYC.2020 Advisory Board (see Appendix A) and additional participants (see Appendix B) and announced by Mayor Bloomberg in November 2010.

- Fashion Campus NYC:** Inspires talented interns from around the world to pursue careers within the business side of New York City's fashion industry. Events such as classroom sessions focused on specific career paths and a keynote address by an industry luminary (in 2011, fashion designer Derek Lam) provide exposure to the array of career opportunities in and the business aspects of NYC's fashion industry. In 2011, the weekend of events, which was organized by Parsons The New School for Design, was at capacity, with nearly 200 interns representing over 90 universities and 150 companies attending.



Scenes from Fashion Campus NYC 2011

- Fashion Draft NYC:** Showcases the industry's profile and prestige to students interested in challenging career opportunities in business. Top students from domestic and international schools can participate in a structured weekend of interviews for full-time, management-track positions. Students also learn more about the business side of the industry through behind-the-scenes company tours and networking with fashion industry executives. In 2011, over 350 students applied for 25 spots that allowed them to network and interview with 12 companies, including alice + olivia,

Armani Exchange, Bloomingdale's, Moda Operandi, Polo Ralph Lauren and Saks Fifth Avenue. The program, which was organized by Parsons The New School for Design, also included a keynote address by Macy's Chairman, President and CEO Terry Lundgren, a speech by Paul Rosengard, President of LF USA's Men's Apparel Group, and a tour of the headquarters of designer Diane von Furstenberg.



Scenes from Fashion Draft NYC 2011

- **NYC Fashion Fellows:** Recognizes “rising stars” in fashion management and prepares them to become the next generation of CEOs, COOs and other top-tier executives at companies across the fashion industry value chain. The program provides these “rising stars” with educational, mentoring and networking opportunities designed to measurably accelerate their careers and to positively impact the businesses for which they work.
- **Design Entrepreneurs NYC:** Given the nature of their education and training, emerging designers often have a finely-tuned creative skill set but need to develop the strategic acumen to successfully turn their designs into profitable businesses. This “mini-MBA” training program equips designers with the tools to launch and manage a fashion business in NYC, covering skills ranging from writing a business plan to marketing to operations management. The first iteration of the program, which launches in mid-2012, will be developed and run by the Fashion Institute of Technology (FIT).
- **Project Pop-up:** Fosters innovation in retail through an annual competition to promote new and compelling retail concepts. The most innovative concepts will be selected to receive supports to catalyze growth, such as a

temporary pop-up store location, business development support and mentoring opportunities.

- **NYC Fashion Production Fund:** Assists talented emerging designers who require capital to fulfill merchandise orders by providing them with loans for production financing, links to vetted local production resources and mentoring and networking opportunities.

By the end of 2012, all initiatives will have launched and/or identified partners. In addition to these six initiatives, NYCEDC has piloted two ongoing projects:

- **NYCFashionInfo.com:** A website providing a comprehensive set of resources on the NYC fashion landscape for designers, students, manufacturers, etc. NYCFashionInfo.com also features a showroom directory that lists NYC's thousands of showrooms, searchable by category and price point.



- **CFDA {FASHION INCUBATOR}**: A program to catalyze the development of high-potential emerging designers by providing them with low-cost Garment District studio space, business mentoring, educational seminars and networking opportunities. Twelve designers moved into the space – a creative, professional environment to foster promising talent – in spring 2010 under a two-year lease.
 - Target, the major retailer, was recently announced as lead underwriter of the program.
 - Several participating designers have won significant industry awards (e.g., Prabal Gurung: Swarovski Award for Womenswear at the 2011 CFDA Fashion Awards; Bibhu Mohapatra: 2011 Ecco Domani Award).
 - The second {FASHION INCUBATOR} class was recently selected and includes top up-and-coming designers Christian Cota and Timo Weiland, among others.

Taken together, these industry initiatives support key differentiators of and build new assets for New York City's fashion industry, ensuring that the City will remain the global fashion capital for the next ten years and beyond.

Appendix A: FASHION.NYC.2020 CEO Advisory Board

(Alphabetical by first name)

- Abbey Doneger, President, The Doneger Group
- Anna Wintour, Editor-in-Chief, *Vogue*
- Ari Goldberg, CEO, StyleCaster Media Group
- Aslaug Magnusdottir, CEO, Moda Operandi
- Barbara Randall, President, The Fashion Center Business Improvement District
- Ben Fischman, CEO, Rue La La
- Beth Buccini, Co-Owner, Kirna Zabête
- Brendan Hoffman, CEO, Bon-Ton Stores, Inc.
- Britton Jones, President & CEO, Business Journals
- Cecilia Pagkalinawan, CEO, StyleTrek
- Claudio Del Vecchio, Chairman & CEO, Brooks Brothers
- Cynthia Rowley, Designer, Cynthia Rowley
- Daniel Schultz, Co-Founder & Managing Director, DFJ Gotham
- Ed Mandelbaum, CEO, Designers & Agents
- Edward Nardoza, Editor-in-Chief, *Women's Wear Daily*
- Elena Silenok, Founder, Clothia
- Elizabeth Marcuse, President, LIM College
- Emanuel Chirico, Chairman & CEO, PVH Corp.
- Eric Gural, Executive Managing Director, Newmark Knight Frank
- Eric Wiseman, Chairman, President & CEO, VF Corporation
- Father Joseph McShane, President, Fordham University
- Gaby Basora, Designer, Tucker by Gaby Basora
- Garrick Utley, Former President, The Levin Institute
- Gary Wassner, Co-CEO, Hilldun Corporation
- George Fertitta, CEO, NYC & Company
- Gilbert Harrison, Chairman, Financo
- Gina Sanders, President & CEO, Fairchild Fashion Group
- James Gold, President & CEO, Bergdorf Goodman
- Jan Schlottmann, CEO, Derek Lam International
- Jennifer Fleiss, Co-Founder & President, Rent the Runway
- Joel Towers, Dean, Parsons The New School for Design
- Joseph Ferrara, Co-Founder & President, Ferrara Manufacturing
- Joseph Gromek, President & CEO, The Warnaco Group
- Joyce Brown, President, Fashion Institute of Technology
- Karen Giberson, President, Accessories Council
- Kathryn Wylde, President & CEO, Partnership for NYC
- Kevin Burke, President & CEO, American Apparel & Footwear Association
- Larry Geffner, President, Vogue Too
- Laurence Leeds, Chairman, Buckingham Capital Management
- Lawrence Lenihan, CEO, FirstMark Capital
- Lynne Hiriak, Designer, Cardigan by Lynne Hiriak
- Malia Mills, Designer, Malia Mills Swimwear
- Marcus Wainwright, Designer, rag & bone
- Maria Cornejo, Designer, zero + maria cornejo
- Maria Gotsch, President & CEO, New York City Investment Fund

- Marvin Traub, Chairman, Marvin Traub Associates
- Mazdack Rassi, Founder & Creative Director, Milk Studios
- Michael Gould, Chairman & CEO, Bloomingdale's
- Mona Bijoor, Founder & President, JOOR
- Nancy Pedot, Managing Director, Golden Seeds
- Neil Cole, President & CEO, Iconix Brand Group
- Renaud Dutreil, Chairman, LVMH Moët Hennessy Louis Vuitton USA
- Robert Savage, President, Nanette Lepore
- Roger Farah, President & COO, Polo Ralph Lauren
- Sol Adler, Executive Director, 92nd Street Y
- Stephen Sadove, Chairman & CEO, Saks Fifth Avenue
- Steve Markov, Chief Commercial Officer, WGSN
- Steven Kolb, CEO, Council of Fashion Designers of America
- Susan Lyne, Chairman, Gilt Groupe
- Thomas Nastos, President, ENK International
- Tom Murry, President & CEO, Calvin Klein
- Walter Fleming, Co-Owner, Organic by John Patrick
- Wen Zhou, Owner, 3.1 Phillip Lim
- Wesley Card, CEO, The Jones Group
- William Lauder, Executive Chairman, Estee Lauder
- William Susman, CEO, Susman Partners
- Yeohlee Teng, Designer, YEOHLEE
- Yoana Baraschi, Designer, Yoana Baraschi

Appendix B: Additional FASHION.NYC.2020 Participants

(Alphabetical by first name)

- Angela Tsuei-Strause, Director, Career Services, Parsons The New School for Design
- Barbara Kahn, Director, Jay H. Baker Retailing Center, The Wharton School of the University of Pennsylvania
- Bruce Rockowitz, President, Li & Fung (Trading)
- Derek Jenkins, Senior Vice President, Stores, Target
- Ed Goldberg, SVP of Government & Consumer Affairs, Macy's, Inc.
- Edward Hogikyan, Vice President, Marketing, NYC & Company
- Erin Armendinger, Managing Director, Jay H. Baker Retailing Center, The Wharton School of the University of Pennsylvania
- Fern Mallis, Founder, Fern Mallis LLC
- Jack McGourty, Director of Community and Global Entrepreneurship, Columbia Business School, Columbia University
- Jayne Harkness, Founder, JHG and Partners
- Joanne Arbuckle, Dean, School of Art & Design, Fashion Institute of Technology
- Karen Coe, Executive Vice President, Human Resources, LF USA
- Keith Landsberg, Chief Operating Officer, Chris Benz
- Louis Barone, SVP & Division Head, IDB Factors (IDB Bank)
- Paul Charron, Senior Advisor, Warburg Pincus
- Paul Schuldiner, Managing Director of Business Development, Kings Trade Capital
- Ronald Klein, Former Chief Stores Officer, Macy's, Inc.
- Sam Haddad, Principal, Haddad Brands
- Samuel Benjamin, SVP & US Country Manager, RAOUL
- Sarah Broach, Tucker by Gaby Basora
- Simon Collins, Dean of Fashion, Parsons The New School for Design
- Stephanie Mace, Yoana Baraschi
- Stephanie Winston Wolkoff, Director of Fashion Week, Lincoln Center for the Performing Arts
- Suzanne Stemper-Johnson, Group Senior Vice President & General Manager – New York, Saks Fifth Avenue
- Tony Calanca, Executive Vice President, Advanstar Communications
- Vinita Ramnani, Vice President, Business Development, IDB Factors (IDB Bank)
- Vivian Weng, Director of Fashion, Fab.com
- Wayne Meichner, President & COO, Polo Retail Group, Polo Ralph Lauren

Appendix C: FASHION.NYC.2020 Events

- January 11, 2010** Fashion.NYC.2020 CEO Workshop @ Macy's
- April 21, 2010** Fashion Ideation Workshop @ Bain & Company
- June 9, 2010** NYC Fashion Production Fund Meeting @ Levin Institute
- June 16, 2010** Fashion.NYC.2020 CEO Workshop
@ The Metropolitan Museum of Art
- August 13, 2010** Project Pop-up Meeting @ Theory
- August 25, 2010** Fashion Innovation Meeting @ Theory
- October 27, 2010** NYC Fashion Production Fund Meeting @ Levin Institute
- January 10, 2011** Fashion.NYC.2020 CEO Workshop @ Yale Club
- March 1, 2011** Fashion.NYC.2020 CEO Workshop @ Mumbai
- April 14, 2011** NYC Fashion Production Fund Meeting @ Theory
- August 10, 2011** Fashion.NYC.2020 CEO Workshop @ Harvard Club
- December 8, 2011** Fashion.NYC.2020 CEO Workshop @ Shanghai
- March 29, 2012** Fashion.NYC.2020 CEO Workshop @ Three West Club

Appendix D: Figure Notes and Sources

Figure 1

Note: Includes countries with 2010 GDP-PPP above \$1T; Bubble size represents 2011 estimated size of apparel market, which includes footwear and clothing

Source: Economist Intelligence Unit, 2011; Euromonitor, 2010; Bain & Company

Figure 2

Source: Euromonitor, 2010; Economist Intelligence Unit, 2011; Bain & Company

Figure 3

Note: Forever 21 CAGR represents '06-'08. Inditex/Zara sales are converted from Euros at exchange rate of 1.3725 USD per Euro. Companies included in "Other specialty" include Abercrombie & Fitch, Aeropostale, American Eagle, Ann Taylor, Ascena Retail, Carter's, Cato, Charming Shoppes, Chico's, Children's Place, Coach, Coldwater Creek, Collective Brands, Gap, Guess?, Gymboree, J.Crew, Limited Brands, New York & Co., PacSun, Talbots and Urban Outfitters

Source: Capital IQ; Hoovers; Bloomberg; *The Wall Street Journal*; *Women's Wear Daily*; Financo; Societe Generale; Chevreux; *Forbes*; Bain & Company

Figure 4

Source: Credit Suisse, Jul. 2011; *The New York Times*, Feb. 2010; Industry interviews, Winter 2010; Bain & Company

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