

IMAGINATION MAKES US ORIGINAL. CREATION MAKES US EXTRAORDINARY.

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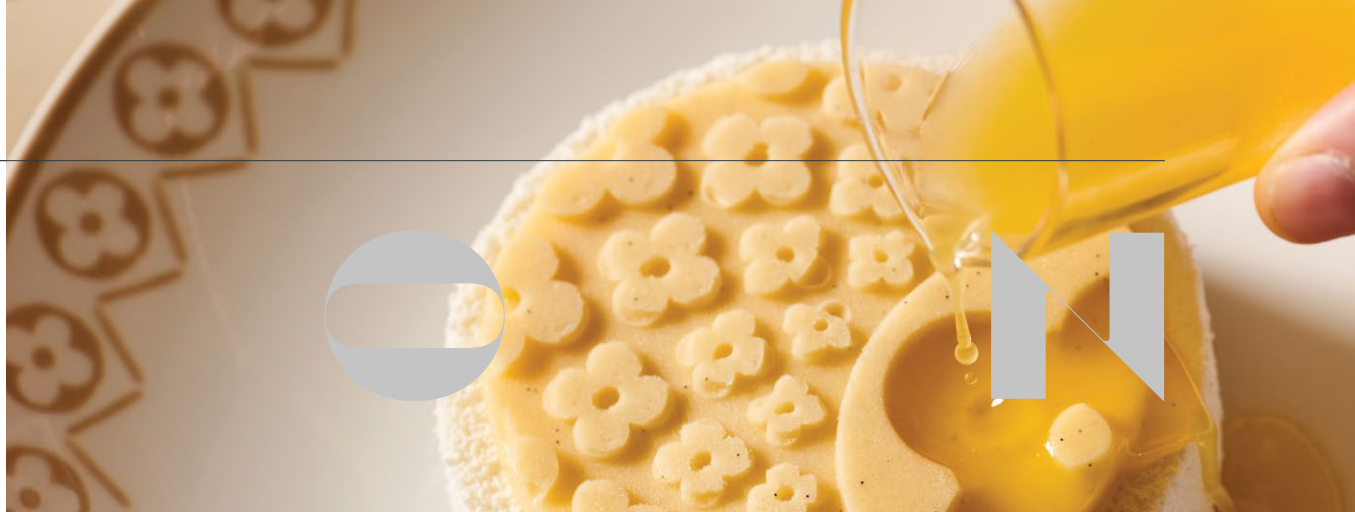


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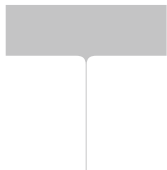


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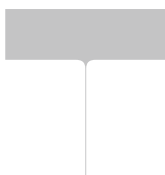
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IMAGINATION MAKES US ORIGINAL.
CREATION MAKES US EXTRAORDINARY.

EDITOR'S NOTE

Now more than ever, luxury houses are focused on blending heritage with modern innovation. This issue of ICONIC is a collective exploration of how the simple equation of adding changemakers to tradition equals a rise to unparalleled success. Enjoy reading about reverential nods to rich maison history alongside the application of new technologies.

"Bespoke Futures" illuminates how the artists behind haute couture are harnessing artificial intelligence for brilliant uses. Whether it's hyper-personalized fittings or reducing fabric waste, it's amazing what we can create when AI assists human imagination.

In "Dynasty Defined," we profile Delphine Arnault of LVMH and explore the successes throughout her storied career. The only daughter of Bernard Arnault, she was just a child when her father bought Dior and she grew up visiting the maison on weekends. It's no wonder that now, as chairman and CEO of Christian Dior, she's leading the brand to accelerated organic revenue growth.

"A Taste of Luxury" tempts us with sumptuous details on some of the biggest names in fashion currently redefining what it means to bring new ideas to the table. Fashion industry greats are the original tastemakers, so it fits that iconic houses are also to thank for some of the world's chicest eateries.

With more than 500 million rounds of golf played in the United States in 2024, it's no surprise that the sport is influencing culture, lifestyle, and wardrobes. "Fairways & Fashion" tees up a lavish look into golf-inspired lifestyle brand Malbon—along with other luxury brands—and how blending technical innovation with elevated design is a winning partnership.

New designers have been announced or recently debuted at some of the world's most illustrious brands, and "Maison Moves" offers a cheat sheet for the who, why, and when of some of the most notable changes. The luxury goods industry is in the midst of an unprecedented transformation and new creative directors at major houses are causing a seismic shift.

In "The Full Maison Experience," take a tour of luxury brands' reimagining of flagships as multistory experiential spaces that blend fashion, art, and lifestyle. This renaissance offers exciting creations, such as customized wellness services, private gardens, and personalization options.



KIRSTEN LEE
EVP, LUXURY
BROOKFIELD PROPERTIES

Across the fashion world, creative director transitions highlight the importance of honoring house heritage while cultivating new audiences, with success ultimately measured by cultural impact and financial growth. One such example is Sarah Burton's debut at Givenchy. We discover her leadership in "Passing the Baton" and explore how her debut women's collection as the new creative director of Givenchy melds a rich legacy with the current moment. Also featured are Haider Ackermann, Jonathan Anderson, and Alessandro Michele.

"Mergers & Acquisitions" provides a closer look at the impact of Kering's investment in Valentino after the group bought a stake in the storied maison. Under Alessandro Michele, Gucci's revenues roughly tripled. And now that he's at Valentino, executives hope he will repeat that success. For Valentino, coming under Kering's umbrella can help the brand scale internationally, thanks to Kering's global reach. The odds of success for both are high.

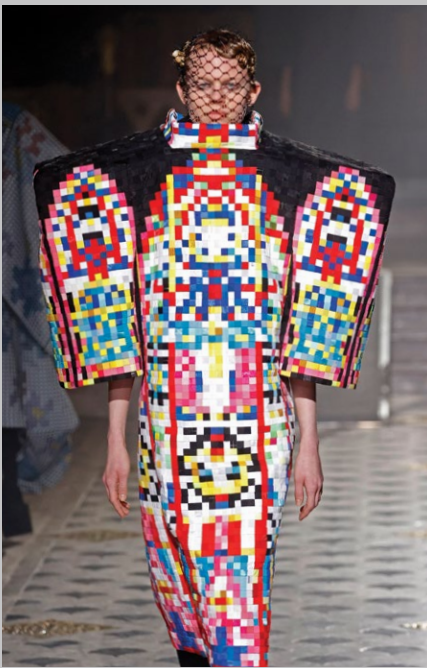
"Rebirth of Couture" is a deep dive into Hermès and the legacy of craftsmanship. Aligning with the brand's foray into couture are plans for a new store in Paris. The expansion plays a role in highlighting the brand's philosophy: transport customers into their world. Stores like this reinforce the idea that luxury is not about a quick purchase; it is about enjoying a brand's entire story.

In "Activism in Elegance," we explore how luxury fashion brands like Stella McCartney, Prada, and Chloé are prioritizing sustainability and inclusion, setting new standards through eco-conscious innovations, ethical materials, and social advocacy. Their efforts show that modern luxury is about more than style—it's about creating meaningful impact through responsible practices and progressive values.

This edition of ICONIC's voyage through the various forms of art within artisanship pairs well with a glimpse into our Iconic Collection of retail properties. We consider past and present, new stories dreamt up by designers and how true luxury is about timeless innovation. Enjoy!



ANREALAGE'S 2025 PARIS - TOKYO COLLECTION, DESIGNED BY KUNIHICO MORINAGA, USED AI TO CREATE LED-INFUSED FABRICS THAT CHANGE COLOR AND PATTERN



BESPOKE



FUTURES

HOW AI IS RESHAPING THE ART OF COUTURE

BY SAHAR KHAN



As with most industries, the fashion world is experiencing change and transformation through artificial intelligence. Even haute couture, traditionally focused on one-of-a-kind pieces dreamt up by designers and meticulously hand stitched by tailors, is getting a boost from mechanical learning. While design is the ultimate domain of the couturier, creatives can use AI to augment that work, generate complex patterns, and simulate various textures that allow for greater experimentation.

Brands use AI for hyper-personalized fittings, which is useful in individual fittings for haute couture. Virtual avatars, created by analyzing a client's body shape, posture, and aesthetic preferences, are used by brands including Prada and Balenciaga. Rather than making a physical sample, the avatars are used as models for custom clothing and virtual fittings that help clients visualize how garments would fall on their bodies.



Perhaps the most powerful way AI is being harnessed in fashion is through data-driven approaches to assess consumer behavior and create products that align with the market's shifting demands. Prada, for example, has experimented with AI to evaluate customer behavior and anticipate fashion trends. Prada's AI-driven insights enable deeply personalized shopping experiences across in-store and online experiences. By leveraging customer preferences and purchase history, the brand can deliver highly relevant product recommendations and tailored service interactions. This type of AI use can help brands gain a competitive edge in the luxury sector.

Brand websites use AI tools to explore individualized recommendations based on former purchases and social media activity. Alexander McQueen and Gucci use AI tools to predict a customer's style preferences, recommend clothes that fit their physique and tastes, and even predict fashion trends the customer may like.

AI is also making its way into fashion marketing. Demna, artistic director at Gucci as of summer 2025, used AI to generate images and voice crossover videos during his tenure at Balenciaga. Iris van Herpen, known for her tech-forward designs involving laser cutting, 3D printing, and innovative materials like silk blended with steel, used AI to generate mystical campaign images for an aquatic-themed collection in 2023.

Along that same vein, in 2020—while the world was in lockdown—Ralph & Russo created an AI-generated avatar to present their haute couture collection. And in 2023, Valentino's Essentials line campaign was shot using AI and is regarded as a groundbreaking campaign that set an example for how luxury brands can successfully incorporate new technologies without losing the core characteristics that define them.

Haute couture is a labor-intensive process, where one dress can take thousands of hours to handmade. With AI, that process can be optimized. AI-powered robots can cut fabrics, stitch, and even do embroidery. In an industry increasingly focused on sustainability, AI tools can help reduce waste by cutting fabrics in more efficient ways or by analyzing the life cycle of materials, from sourcing to end-of-life disposal. Overproduction is a significant reason for fashion waste. Using AI to track and predict demand, luxury brands help ensure the correct number of products.

Additionally, AI use in textile manufacturing creates innovative fabrics that respond to environmental factors like temperature or light, and can change color, texture, or shape when exposed to heat or electricity. This technology can be seen with brands including Moncler, Coperni, and Anrealage, which all used AI to either create stunning marketing campaigns or to actually create LED-infused fabrics that change color and pattern by using various lights—essentially turning clothes into wearable screens.

It is clear that many luxury brands do not fear embracing innovative ways to highlight their individual creations. These technological developments can be exciting for the adventurous customer and might be the next frontier in haute couture, where the intersection of artificial intelligence meets human artistry.

FROM TOP, PHOTOS BY:
KRISTY SPAROW/GETTY; THIERRY
CHESNOT/GETTY; THIERRY
CHESNOT/GETTY; VICTOR
VIRGILE/GETTY

OPPOSITE PAGE, FROM LEFT:
PHOTOS BY VICTOR VIRGILE/
GETTY; THIERRY CHESNOT/GETTY

TAG HEUER'S CONNECTED
CALIBRE E4 GOLF EDITION
OFFERS A SPORTY TAKE ON
THE BRAND'S SOPHISTICATED
SMARTWATCH

PHOTO COURTESY OF TAG HEUER



FAIRWAYS & FASHION



**TYLER, THE CREATOR'S 2024
COLLAB WITH LOUIS VUITTON
INCLUDED THESE VIBRANT
GREEN TRAINERS**
PHOTO BY GREGG DEGUIRE/GETTY

Luxury fashion's hole in one with golf as inspiration.

BY LAUREN FINNEY HARDEN

While pickleball has exploded on the stage, gaining new players each year, data shows people are equally enamored with a more traditional sport: golf. From 2016–2023, there was a 44% increase in players internationally, according to The R&A, the governing body for golf worldwide, except in the United States and Mexico, which are overseen by the USGA. For context, The R&A spun off from The Royal and Ancient Golf Club of St. Andrews to focus on the governance of golfers outside of North America, and as a result the Royal and Ancient Golf Club went back to being a private golf club. On this side of the pond, the National Golf Foundation estimated that a record high of more than 500 million rounds of golf were played in the United States in 2024.

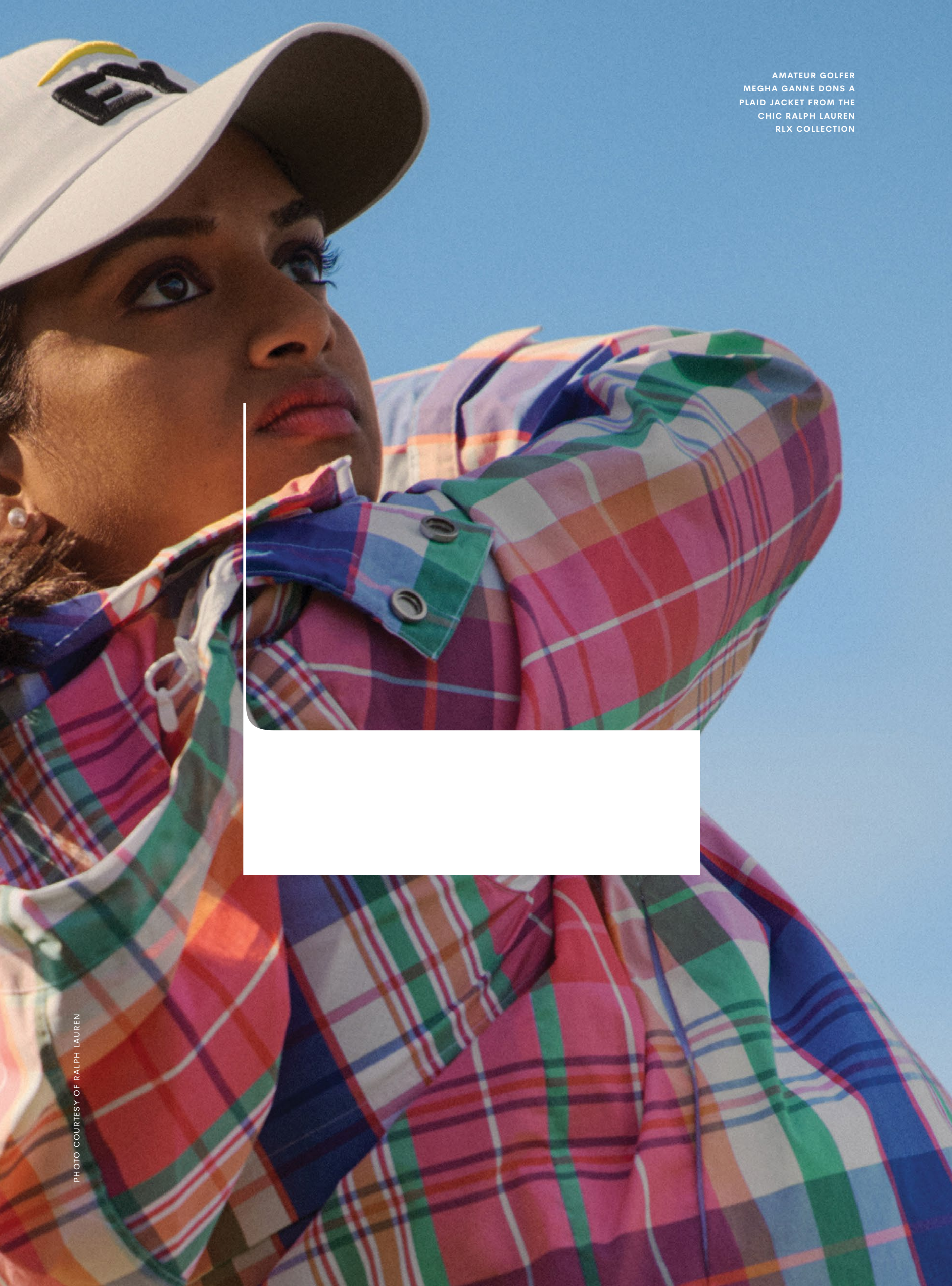
“Golf has seen exponential growth over the past few years,” says Erica Malbon, who cofounded her eponymous golf-inspired lifestyle brand with her husband in 2017. “The sport has evolved past the course and is influencing culture, lifestyle, and wardrobes.”

Luxury brands have always hit for par around the sport. Rolex has partnered with The Masters Tournament since 1999. Ralph Lauren has outfitted the PGA of America and the United States Ryder Cup Team for more than a decade. And OMEGA sponsors both Sergio Garcia and Rory McIlroy—the winner of this year's thrilling Masters Tournament. Still, luxury brands are in a full frenzy to satisfy customers who want more flair on the course. It's a big business. The expected value of the global golf clothing market is \$1.54 billion by 2030, according to a 2023 study by Allied Market Research.



**PRO GOLFER BILLY HORSCHEL
IN THE GEORGIA ROSE TAILORED
FIT ACTIVE SHORTS FROM RALPH
LAUREN'S RLX COLLECTION**
PHOTO COURTESY OF RALPH LAUREN





AMATEUR GOLFER
MEGHA GANNE DONS A
PLAID JACKET FROM THE
CHIC RALPH LAUREN
RLX COLLECTION

PHOTO COURTESY OF RALPH LAUREN



DIOR MEN'S FALL 2025 COLLECTION
FEATURES SLEEK SELECTS FOR THE FAIRWAY
 PHOTOS BY BRETT LLOYD/DIOR

To wit: Dior's 2025 golf-inspired sportswear collection bridges the gap between a more traditional golfer and a modern take on the classics. Inspired by the glamour of the '80s in Paris and New York, the collection marries usual suspects, such as polo shirts and Bermuda shorts, with more streetwear-inspired pieces,

such as velour tracksuits and argyle knits bearing the house's CD Diamond logo. Another example is Louis Vuitton men's spring 2024 collection, which featured a sold-out collaboration with Tyler, The Creator. He reimagined golf kits, bags, and shoes and styled them with the house's beloved tailored menswear pieces.

TAG HEUER CONNECTED CALIBRE E4 X MALBON GOLF EDITION
 PHOTO COURTESY OF TAG HEUER



Erica Malbon has bottled up the game's momentum and brought a fresh perspective to the concept of golf as a lifestyle. Last year, her company's partnership with TAG Heuer created the TAG Heuer Connected Calibre E4 45mm x Malbon Golf Edition watch. "We wanted to bring a collection to market that meshed both brand identities, and it was important to us that it embodied the performance and luxury TAG Heuer is known for," she says—but with a unique approach.

Colorful, irreverent, and beautifully made, the watch was such a success that the brands expanded the collaboration to include golf-inspired merchandise before selling out. A Malbon shoe collaboration with Jimmy Choo launched this spring, and more fashion partnerships for the brand are soon to follow.

Malbon is confident that blurring the lines between performance and aesthetics is a winning partnership. "The appetite for luxury golf apparel will only continue to grow. It's evolved beyond the traditional country club setting into a global lifestyle movement," she says. "By blending technical innovation with elevated design, brands can captivate both golf and fashion enthusiasts, ensuring that golf's influence in luxury fashion remains strong well into the future."

That's great news for weekend golfers and non-players who just like the looks. You don't have to win a golf tournament at the Masters, or even at the local course, to enjoy golf-inspired luxury goods.

FROM TOP: THE TOTE BAG, TRAINERS, AND GOLF BAG FROM THE JIMMY CHOO X MALBON COLLECTION
 PHOTOS COURTESY OF JIMMY CHOO





MCLEAN, VA - WASHINGTON, D.C.

YOUNG

GALLERY



PHOTOS BY NICK FOCHTMAN

TYSONS GALLERIA

Where Luxury Finds Its Home

Step into a world where elegance meets distinction. Tysons Galleria is the capital region's most refined shopping destination—where bold modernity blends seamlessly with timeless luxury. Designed for the discerning, it is a sanctuary of style and sophistication, where every detail reflects the extraordinary





TYSONS
GALLERIA

BALENCIAGA

BOTTEGA VENETA

BURBERRY

Cartier

CELINE

CHANEL

Chloé

DAVID YURMAN

Dior

GUCCI

LOUIS VUITTON

Neiman Marcus

Ω
OMEGA

PRADA

RALPH
LAUREN

RH

*Saks
Fifth
Avenue*

TORY BURCH

Van Cleef & Arpels

VERSACE

ZEGNA

Located in one of the most affluent markets in the United States, Tysons Galleria serves a clientele characterized by influence, affluence, and aspiration. Positioned at the nexus of one of the country's most powerful trade areas, the center caters to an elite demographic, including one of the highest concentrations of high-net-worth households nationwide. With local wealth projected to grow by over 13%, Tysons Galleria is poised to serve a rising class of ultra-affluent consumers with an experience worthy of their elevated lifestyle.

Shoppers and visitors can immerse themselves in a thoughtfully curated environment where iconic fashion houses, contemporary lifestyle brands, and artisanal boutiques converge. Elevated dining destinations, beautifully designed retail spaces, and refined social settings come together to create a seamless experience—one that invites the Tysons clientele to linger, explore, and indulge in a world crafted for luxury at every turn.



Unrivalled accessibility enhances the experience. Perfectly positioned along the Capital Beltway (I-495), less than 15 miles from both Dulles International and Reagan National airports and set within a three million-square-foot mixed-use enclave—including The Ritz-Carlton and five Class-A office towers—Tysons Galleria offers an exceptional setting where luxury retail meets sophisticated convenience. Tysons Galleria is more than a place to shop—it's a destination for those who expect more.

Thia Path

"GIALLO, MAGENTA, ARANCIO"



Italian artist Thia Path describes color as the protagonists of her paintings. Through abstract color field paintings, Path summons up memories of childhood and travel, from the Andes to the Mediterranean. Using a combination of oil, ink, and watercolor, Path pushes color to its expressive potential, much in the vein of Mark Rothko. Path has lived and worked in Argentina, the United Kingdom, and Italy, where she is now based. Her works are held in collections around the world, and she has been honored with numerous solo exhibitions throughout Italy.

PHOTO BY NICK FOCHTMAN

Rebirth of Couture

Hermès and the Legacy of Craftsmanship

BY SAHAR KHAN

HERMÈS' KELLY
SELLIER SOGUEIRA
BAG IN BOX CALFSKIN
PHOTO BY STUDIO
DES FLEURS/COURTESY
OF HERMÈS

Earlier this year, Hermès announced its plans to join the 2026 or 2027 lineup of Haute Couture Week in Paris. Couture is all about craftsmanship, already a key tenet of the brand. The French label has built an identity around its 16 métiers—specialized fields of craftsmanship that have defined the house over its nearly 200-year history. The 16 métiers include leather goods and equestrian, watchmaking, beauty, furniture and art de vivre, shoes, tableware, both men's and women's silk, both men's and women's ready-to-wear, belts, hats, gloves, perfumes, and petit h. Hermès is betting that these established synergies and how they can be applied to haute couture will further increase sales across the company.



“What interests us in haute couture is the know-how,” CEO Axel Dumas said during the presentation of the brand’s annual results in January 2025. “We already have a very, very high level, incredible quality of leather, and we said to ourselves: Why not?”



BOUQUET FINAL SCARF
90 CM IN SILK TWILL
PHOTO BY STUDIO
DES FLEURS/COURTESY
OF HERMÈS



PHOTO BY
JEFF PACHOUD/GETTY

Hermès has
always leaned
into its reputation
for artisanal
craftsmanship.

That is why there is a yearslong waitlist for the Birkin bag and its scarves are seen as collector's items. Most importantly, the atelier walks the talk with exceptional quality, thanks in part to Hermès' investment in its artisans. Many of the brand's master craftspeople have honed their skills for decades. By capitalizing on its attention to detail and passion for craft, Hermès drives competitive luxury pricing by elevating products to the level of timeless luxury.

It's this reputation that contributes to the brand's foray into couture, which is a strategic opportunity to diversify its product offerings while also attracting an ultra-privileged clientele. Such a move further strengthens the brand's status as a luxury icon.

Aligning with the brand's couture strategy are plans for a new store in the 11th arrondissement in Paris. This future expansion plays a role in highlighting the brand's philosophy—transporting customers into their sybaritic world. In 2021, in keeping with its indulgent nature, Hermès renovated its store on 17 Rue de Sèvres. The Art Deco building once housed the pool for one of the city's oldest swimming clubs. Now, the towering ceilings and airy corridors of the sleek gray-and-white boutique feature spaces dedicated to the 16 métiers.

TOP: VÉRONIQUE NICHANIAN'S WINTER 2025 COLLECTION FOR HERMÈS

MIDDLE: HERMÈS' FALL/WINTER 2025 COLLECTION BY NADÈGE VANHÉE

BOTTOM: A LOOK FROM THE HERMÈS SPRING/SUMMER 2025 SHOW AT PARIS FASHION WEEK

FROM TOP, PHOTOS BY:
FILIPPO FIOR; FILIPPO FIOR;
VICTOR VIRGILE/GETTY



THE FALL-WINTER 2025 COLLECTION SHOWCASES WARM TONES AND MASTER CRAFTSMANSHIP
PHOTO BY JONAS GUSTAVSSON/THE WASHINGTON POST/GETTY IMAGES



Hermès wants guests to revel in the in-store experience—running fingers over buttery leather and donning sumptuous fabrics. Their opulent stores reinforce the idea that luxury is not about a quick purchase; it is about lingering to experience a brand's entire story.

The legendary house reminds us that true luxury is about preserving the art of craftsmanship, and its turn to couture is yet another way it will continue to champion artisanal creations over ephemeral trends.

ALESSANDRO MICHELE'S DEBUT
HAUTE COUTURE COLLECTION
FOR VALENTINO MADE A SPLASH
AT PARIS COUTURE WEEK
PHOTO BY MARC PIASECKI/GETTY



MERGERS & ACQUISITIONS

The Impact of Kering's Investment in Valentino



In 2023, French luxury group Kering bought a 30% stake in Valentino, owned by Qatar-based investment firm Mayhoola. The \$1.7 billion deal can potentially increase success for both groups.

The merger was a forward-looking move, in part to support Gucci's continued evolution in a rapidly changing luxury market. In the second quarter of 2023, Kering increased their sales enough to reflect steady momentum, even if slightly below analysts' forecasts. Gucci also saw a slight uptick during the same period, signaling resilience as the brand adapts to shifting consumer trends. Gucci remains a powerhouse with strong brand equity and long-term potential.

Under Alessandro Michele, Gucci's revenues roughly tripled, and profits quadrupled during swift expansion from 2015 to 2019. At times, quarterly growth rates approached 50%, something never seen in the modern luxury sector. However, as the stratospheric success inevitably started to normalize, new leadership came in the form of Sabato De Sarno as creative director—and now, Demna will take over as the brand's new artistic director. In keeping with that shift, Kering chairman François-Henri Pinault told journalists he wanted the company's brands to also focus their efforts on a more timeless approach to luxury.

A STANDOUT
LOOK FROM
VALENTINO'S SPRING/
SUMMER 2025
COUTURE COLLECTION
PHOTO BY DANIELE
VENTURELLI/GETTY

BY SAHAR KHAN





PHOTO BY VICTOR VIRGILE/GETTY

Kering's portfolio includes Saint Laurent, Bottega Veneta, Gucci, and now a stake in Valentino that offers Kering access to a broader consumer base in the luxury market. That is especially true in haute couture, which is an exciting opportunity for Kering.

For Valentino, coming under Kering's umbrella could help the brand compete more aggressively with its high-fashion counterparts. The partnership will help Valentino scale internationally as well as foster growth in Asia, North America, and other luxury markets thanks to Kering's global reach. Plus, the conglomerate's marketing infrastructure and e-commerce can assist Valentino with customer acquisition and digital expansion in all markets.

A 30% stake in Valentino is a low-risk and high-return investment for Kering who—per the deal—also has the option to acquire 100% of Valentino by 2028 if the brand chooses. Valentino's name recognition, thanks to its vaunted heritage, means its customer base remains strong and has the potential to grow exponentially. For Valentino, the investment is a wise choice to scale and expand its global footprint. As Kering is betting, the legendary atelier continues to attract more customers with its reputation as a beacon of glamour.

VALENTINO

► Enter Valentino, with Kering buying a stake in the beloved house, which was originally founded in 1960 in Rome by Valentino Garavani and Giancarlo Giammetti.

Michele then returned to the Kering fold last year as creative director at Valentino. Executives at Kering and Mayhoola hope he will do for Valentino what he previously did for Gucci without losing the maison's classic appeal. So far, critics have been happy to see graceful, feminine silhouettes pair well with Michele's bohemian styling.

Michele is working to harmonize heritage and younger tastes as millennials and Gen Z start investing in high-end ready-to-wear and couture. Kering has successfully tapped into the aspirational luxury segment of younger customers with Balenciaga and Gucci, and Valentino aims to harness Kering's expertise to garner attention from younger clientele while striking a delicate balance to avoid overexposure.



PHOTO BY VICTOR VIRGILE/GETTY

**LEFT: VALENTINO'S READY-TO-WEAR
SPRING/SUMMER 2025 FASHION SHOW**

**RIGHT: LOOKS FROM VALENTINO'S
READY-TO-WEAR FALL/WINTER 2025-
2026 COLLECTION**

DIOR'S WONDROUS DIORAMA AT 30
MONTAIGNE IN PARIS FEATURES A
1,874-PIECE DISPLAY OF MINIATURE
DRESSES AND 3D-PRINTED ICONS
AS PART OF LA GALERIE DIOR, A
SPACE DEDICATED TO HONORING THE
HOUSE'S HERITAGE
PHOTO BY KRISTEN PELOU



THE



FULL



MAISON



EXPERIENCE



The Full Maison Experience

Luxury's
Multistory
Renaissance

BY SAHAR KHAN

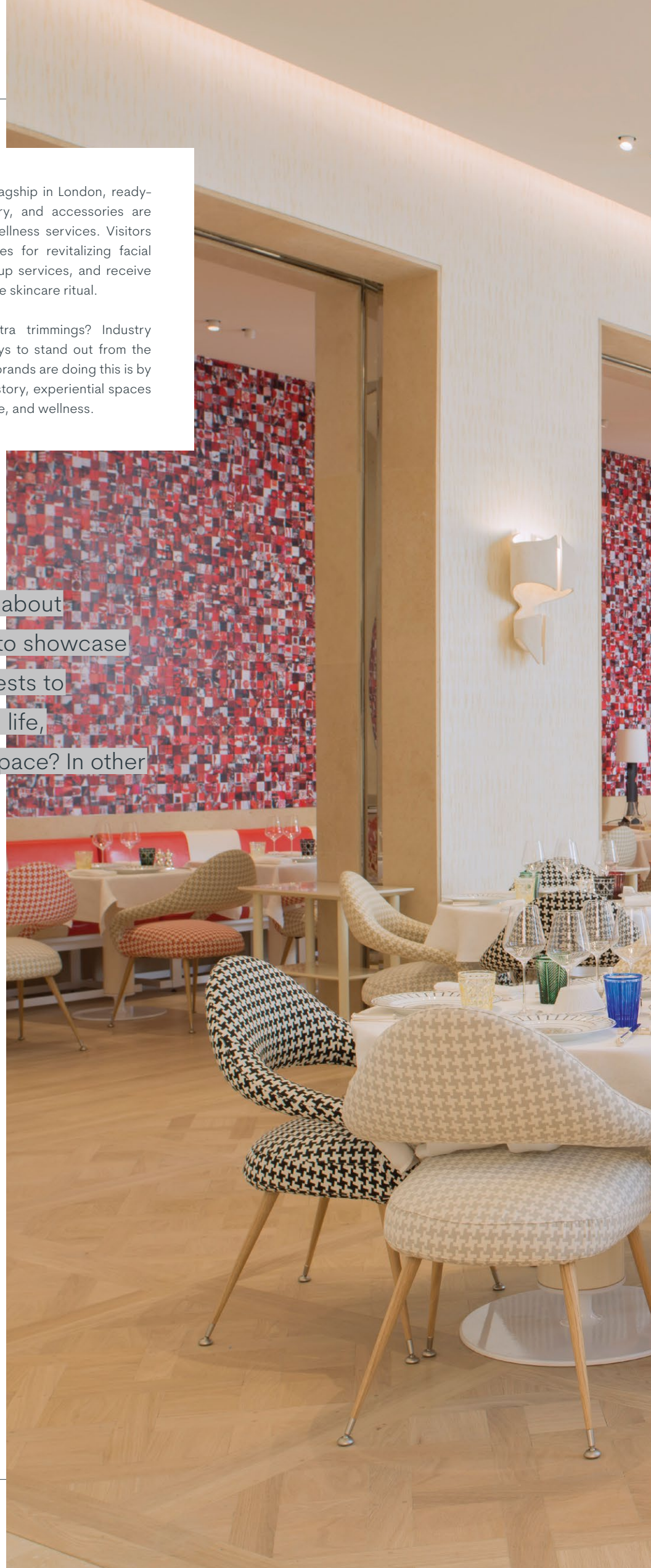
At the three-story CHANEL flagship in London, ready-to-wear clothing, fine jewelry, and accessories are enhanced by personalized wellness services. Visitors can learn massage techniques for revitalizing facial muscles, enjoy tailored makeup services, and receive an analysis to create a bespoke skincare ritual.

The reason behind the extra trimmings? Industry leaders are searching for ways to stand out from the retail crowd. One way luxury brands are doing this is by reimagining flagships as multistory, experiential spaces that blend fashion, art, lifestyle, and wellness.

It's not just about selling fashion—it's about inspiring a lifestyle. What better way to showcase a brand's universe than by inviting guests to experience its entire catalogue in real life, preferably in a one-of-a-kind luxury space? In other words, the full maison experience.

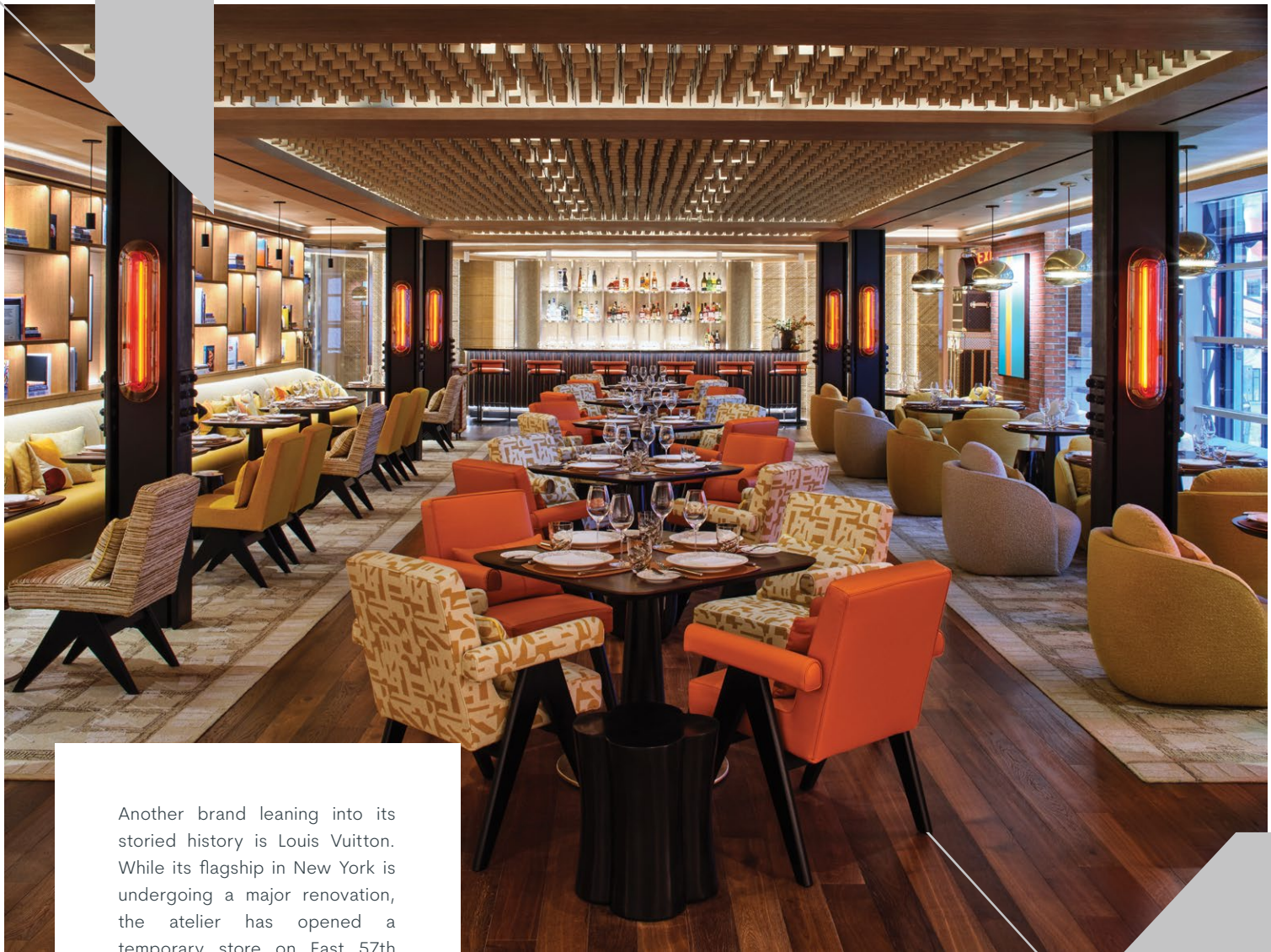
Dior does just that with its flagship at 30 Avenue Montaigne in Paris. Visitors are immersed in every facet of Dior's world across four stunning floors. Leather goods, footwear, beauty, fragrance, and well-being, alongside the women's and men's collections, are beautifully displayed on the ground floor. As visitors ascend each floor, they can take tea at La Pâtisserie Dior; try Christian Dior's favorite recipes as interpreted by Michelin-starred chef Jean Imbert at Monsieur Dior restaurant; savor nature in three different gardens; personalize their Dior bags, scarves, and jewelry at ABCDior; and check out archival items at the by-reservation-only exhibition space La Galerie Dior.

La Galerie Dior features Christian Dior's debut collection, original sketches, illustrated ad campaigns, and a recreation of the designer's first office and original fitting rooms. Even more enticing is the Dior suite, which includes an overnight stay with a personal tour of the on-site jewelry atelier, a private overnight shopping event in the boutique, and collection viewings and fittings done in-suite with advice from a personal stylist.





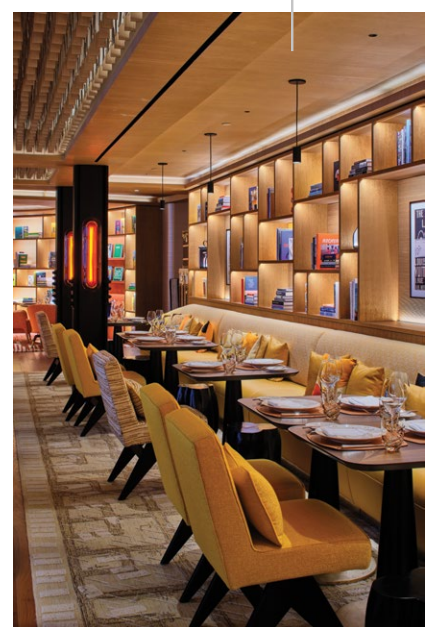
THE MONSIEUR DIOR RESTAURANT AT 30
MONTAIGNE IS HELMED BY MICHELIN-
STARRED FRENCH CHEF JEAN IMBERT
PHOTO BY KRISTEN PELOU



Another brand leaning into its storied history is Louis Vuitton. While its flagship in New York is undergoing a major renovation, the atelier has opened a temporary store on East 57th Street that features the American debut of Le Café Louis Vuitton—a distinctive café/library hybrid filled with tomes on art, culture, and fashion.

AT LOUIS VUITTON'S LAVISH NEW YORK CITY ATELIER, THE HOUSE BRINGS LE CAFÉ LOUIS VUITTON TO THE U.S. FOR THE FIRST TIME

PHOTOS COURTESY OF LOUIS VUITTON





LE CHOCOLAT MAXIME FRÉDÉRIC AT LOUIS VUITTON IS LOCATED ON THE FOURTH FLOOR OF THE 57TH STREET STORE IN NEW YORK

The café is joined by Le Chocolat Maxime Frédéric, a *fine* chocolate shop.



THE CHOCOLATE ENTREMETS IS FINISHED WITH THE HOUSE'S SIGNATURE MONOGRAM

PHOTOS COURTESY OF LOUIS VUITTON

INDULGE IN THE MOUTHWATERING LE CAFÉ SUNDAE, CREATED WITH SKYR ICE CREAM



There is also an exclusive capsule collection of keepsakes inspired by New York City, including collector bags in taxicab yellow.



LOUIS VUITTON'S OPULENT 57TH STREET STORE IN NEW YORK CITY OFFERS AN IMMERSIVE JOURNEY ACROSS THE BRAND'S VAST SPECTRUM OF LUXURY EXPERIENCES
PHOTOS BY HENRY LOU/COURTESY OF LOUIS VUITTON





► *Meanwhile*, Louis Vuitton's five-story flagship in Paris—in a listed Art Deco building on the corner of Champs-Élysées and Avenue George V—is undergoing a full-scale refit and is slated to reopen in 2026.



LOUIS VUITTON'S LARGEST STORE ON THE CHAMPS-ÉLYSÉES AVENUE IN PARIS
PHOTO BY TELMO PINTO/NURPHOTO/GETTY



PHOTO BY BLOOMBERG/GETTY

While the brand has been tight-lipped about what to expect, some details have emerged, such as the inclusion of exhibition spaces that will walk visitors through the atelier's rich heritage. In a bid to follow its contemporaries like Armani and Bulgari into hospitality, Louis Vuitton is also set to debut its first-ever luxury hotel, also on the Champs-Élysées—perhaps the ultimate experiential offering to add to the brand.

As multilayered stores continue to grow, the full maison experience is ushering in a new era for luxury retail. By providing experiences beyond just purchasing a product, brands are cultivating shopping as a journey that allows potential customers to explore and indulge in a fantasy world. The payoff, however, leads to very real transactions.

PHOTO BY NATHAN LAINE/
BLOOMBERG/GETTY



LEFT: DURING A RECENT RENOVATION IN PARIS, LOUIS VUITTON TRANSFORMED THIS BUILDING'S FACADE INTO A LARGER-THAN-LIFE LV TRUNK

RIGHT: ANOTHER MAISON UNDER LOUIS VUITTON'S PARENT COMPANY LVMH, DIOR'S PARIS FLAGSHIP IS LOCATED AT 30 MONTAIGNE

BOTTOM: LOUIS VUITTON'S CHAMPS-ÉLYSÉES AVENUE SHOP IN PARIS



PHOTO BY
TELMO PINTO/
NURPHOTO/
GETTY



MIAMI, FL

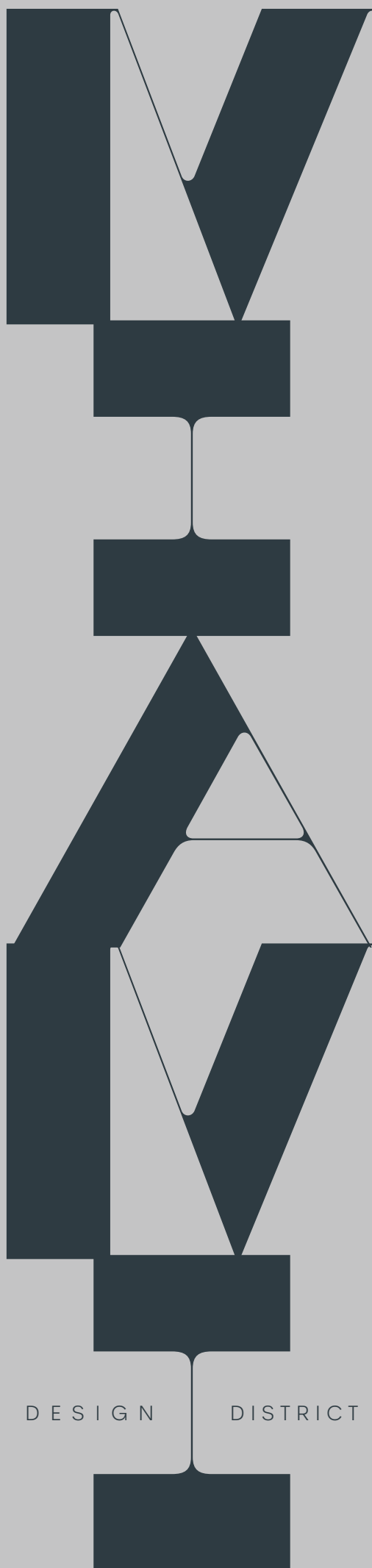




PHOTO BY ERIC BOUCHARD / ALAMY STOCK PHOTO

MIAMI DESIGN DISTRICT

Where Culture, Luxury, and Design Converge

Miami Design District is a destination unlike any other—a creative neighborhood where innovative fashion, art, dining, and design coexist in striking harmony. Celebrated for its bold architectural vision and contemporary cultural landscape, Miami Design District offers a refined and immersive experience where creativity is always in motion and luxury is woven into every detail.



PHOTO BY JENNIKA ARGENT / ALAMY STOCK PHOTO





MIAMI DESIGN
DISTRICT

ALEXANDER
MCQUEEN

BALENCIAGA

BOTTEGA VENETA

BVLGARI

Cartier

CELINE

CHANEL

Dior

DOLCE & GABBANA

FENDI

GIVENCHY

GUCCI

HARRY WINSTON

HERMÈS
PARIS

LOEWE

LOUIS VUITTON

PRADA

RALPH
LAUREN

TIFFANY & CO.

TOM FORD

VALENTINO

VERSACE

Spanning 18 thoughtfully curated blocks in the heart of Miami, the District is home to an extraordinary collection of over 170 globally renowned fashion houses, lifestyle boutiques, galleries, museums, design showrooms, and culinary concepts. Each storefront and space is set within a neighborhood designed by award-winning architects and infused with innovative public art, creating a seamless blend of sophistication and expression.

From couture to cuisine, every aspect of Miami Design District is curated to inspire. Acclaimed chefs and Michelin-starred restaurants sit alongside chic cafés and destination dining concepts, offering an elevated culinary journey in a setting that's both dynamic and intimate. The District is also home to museums, design institutions, and a rotating program of outdoor installations that celebrate artistic innovation. Landmark architectural feats such as the Museum Garage, along with sculpture-lined promenades and gallery-lined corridors, transform a walk through the neighborhood into an aesthetic experience.

PROPERTY SPOTLIGHT

PHOTOS BY EARTH PIXEL LLC / ALAMY STOCK PHOTO



With its seamless fusion of luxury retail, award-winning design, world-class dining, and immersive art, Miami Design District redefines what it means to shop, dine, and explore. Constantly evolving and forever visionary, it stands at the forefront of experiential retail and elevated lifestyle.



Jon Stucky

"THE MANY FACES OF DOBLADORE"

Born and raised in Dover, Ohio, Jon Stucky's first experience with art was through the goods of the nearby Amish community, particularly the vibrant colors and patterns used in Amish quilting. Stucky's practice now combines the folk art influences in his childhood with pop, neo-expressionism, and street art, yielding expressive and bold paintings. Stucky's work is held in private and public collections around the world, including in the Georgia Southern Museum of Art, House of Blues, and Nike.

PHOTO BY NICK FOCHTMAN

DISHES LIKE THE MISS DIOR
CONSOMMÉ ARE ARTFULLY
PLATED AT CAFÉ DIOR IN
DALLAS, TEXAS
PHOTO BY HARRY EELMAN/
COURTESY OF DIOR

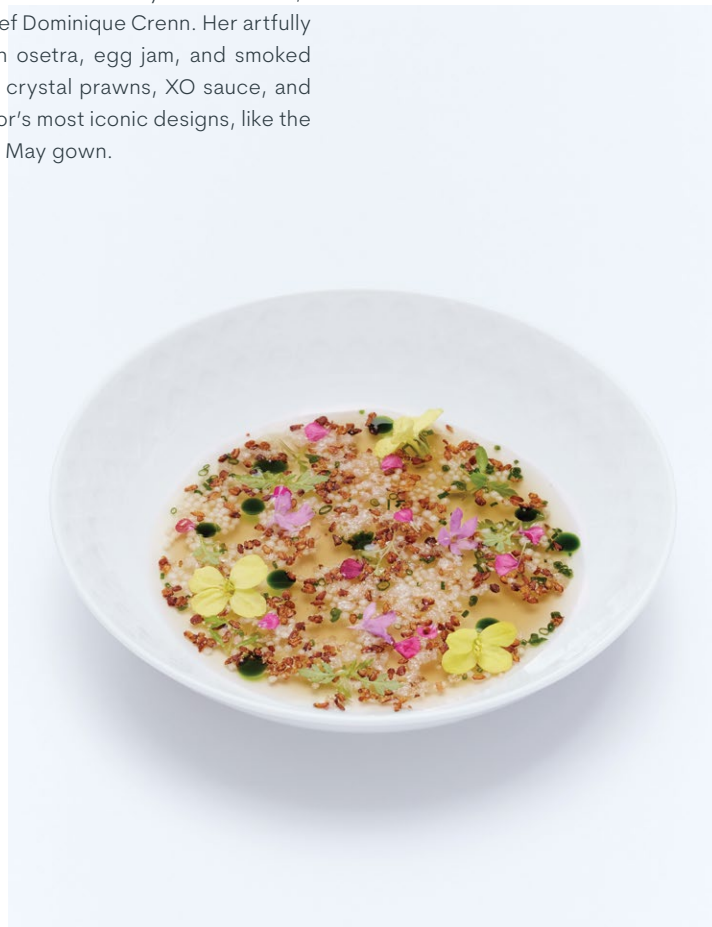
A TASTE OF LUXURY

Some of the biggest names in fashion are redefining what it means to bring new ideas to the table.

Fashion industry greats—including Ralph Lauren, Louis Vuitton, Christian Dior, and Tiffany & Co.—are, perhaps, the original tastemakers, so it comes as no surprise that these iconic houses are also to thank for some of the world's most chic eateries. As more designers fuse retail with culinary culture, guests are treated to a delicious new menu of brand expression.

BY LAUREN BROCATO

In Dallas, the new Café Dior immerses diners into a fabulously French mecca inspired by the brand's storied heritage. "Fashion and cuisine share a deep connection rooted in storytelling that fosters community and emotion," says Café Dior's three-Michelin-starred chef Dominique Crenn. Her artfully plated dishes, such as caviar d'or (golden osetra, egg jam, and smoked crème fraîche) and Marbella prawns (blue crystal prawns, XO sauce, and yogurt), pay a visual homage to some of Dior's most iconic designs, like the elegant 1949 Miss Dior dress and the 1953 May gown.



LEFT: CAFÉ DIOR CHEF DOMINIQUE CRENN WITH EXECUTIVE PASTRY CHEF AND PARTNER JUAN CONTRERAS

RIGHT: STARTER MISS DIOR CONSOMMÉ WAS INSPIRED BY THE HOUSE'S ICONIC DRESS

PHOTOS BY HARRY EELMAN/
COURTESY OF DIOR

CAFÉ DIOR'S POLISHED INTERIORS COMPLEMENT THE ELEGANTLY DESIGNED FARE.
PHOTO BY ANDREA BRIZZI/
COURTESY OF DIOR



BLUE BOX CAFÉ BLUE BOX CAFÉ BLUE BOX CAFÉ



Tiffany & Co. also brewed something new when it tapped chef-to-the-stars Daniel Boulud to debut the Blue Box Café in 2023.

CHEF DANIEL BOULUD
PHOTO BY ADRIAN GAUT

The chic dining area inside the brand's New York City flagship is dripping in Tiffany Blue, and the bill of fare follows suit with exquisite seasonal dishes like coquille St. Jacques (seared scallops, artichoke, and miso, as of this writing) and, of course, a devoted breakfast menu. The brand shares that they play with the "Breakfast at Tiffany's" theme to offer diners their own glamorous moment, so they leave with memories as precious as Tiffany jewels.



DESIGNED BY PETER
MARINO, THE BLUE BOX
CAFÉ INCORPORATES
PLENTY OF TIFFANY BLUE
PHOTO COURTESY OF
DINEX/TIFFANY & CO.





TOP: THE TEA TOWER AT BLUE BOX CAFÉ INCLUDES SCONES, COOKIES, PASTRIES, AND TEA SANDWICHES

BOTTOM: BLUE BOX CAFÉ'S RENDITION OF FRENCH DESSERT PARIS-BREST

FROM TOP, PHOTOS BY: ADRIAN GAUT/
COURTESY OF TIFFANY & CO.; BILL
MILNE/COURTESY OF TIFFANY & CO



At Louis Vuitton, an expansive renovation of its New York City flagship brings Le Café Louis Vuitton stateside with a new dining approach from French chefs Arnaud Donckele and Maxime Frédéric, who are also behind the Michelin starred seasonal restaurant in Saint-Tropez.

LE CAFÉ LOUIS VUITTON AT THE BRAND'S NEW YORK CITY SHOP
PHOTO COURTESY OF LOUIS VUITTON

LOUIS VUITTON

THE CITRUS CHEESECAKE
IS DELICATELY
DECORATED WITH ONE
OF LOUIS VUITTON'S
SIGNATURE PATTERNS
PHOTO BY SARAH
FLOTARD/COURTESY OF
LOUIS VUITTON



FEATURE

► This debut expands Louis Vuitton's culinary portfolio, which includes multiple fine chocolate shops worldwide and other dining outposts like the new store/café hybrid Le Café Cyril Lignac inside London's Heathrow Airport.

UNWIND WITH AN ICE-COLD DIARY MARTINI AT LE CAFÉ LOUIS VUITTON



"I have long admired the work of the brand," shares Le Café Louis Vuitton's executive chef Christophe Bellanca. "I draw on visionary work as well as my background in fine dining and French cuisine to bring a unique experience to our diners—one that is luxurious yet approachable."



MOUTHWATERING VIENNOISERIES ARE SERVED IN THE MORNINGS

THE AVOCADO TARTINE IS PREPARED WITH CRISP GREEN APPLE, A TOUCH OF JALAPENO, GOAT CHEESE, AND AVOCADO ATOP NORWEGIAN MULTIGRAIN TOAST



PHOTOS BY SARAH FLOTARD/COURTESY OF LOUIS VUITTON



Ralph Lauren is no stranger to marrying design and culinary concepts. The brand's popular and prolific fashion-inspired culinary concept, Ralph's Coffee, has more than 30 locations across three continents, including one in Tysons Galleria, an ICONIC property. It's one of the in-crowd's favorite spots to stop and sip. Signature special blends that are roasted by La Colombe and served in their iconic green and white cups, teas, and small bites evoke the timeless American elegance of the brand.

**RALPH LAUREN'S COFFEE
CONCEPT OFFERS A STYLISH
TAKE ON CAFÉ CULTURE**
PHOTO COURTESY OF RALPH LAUREN

It's clear that the *recipe for success* is to go beyond traditional products and extend to patrons a lifestyle. Informed by each brand's artistry and craftsmanship, these hospitality hot spots remind us that luxury does, indeed, transcend form.

Passing the Baton

New creative directors prove the power of honoring house heritage while rewriting fashion's future.

BY BOOTH MOORE



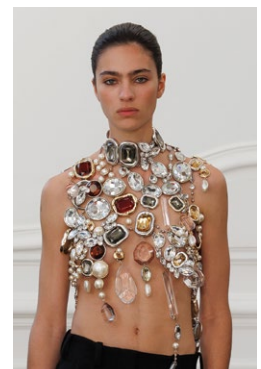
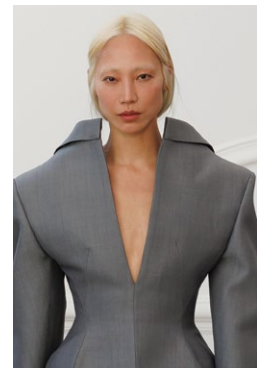
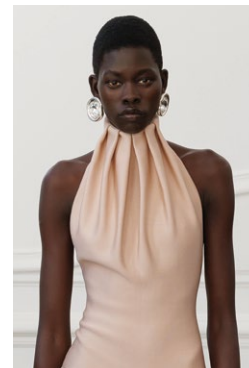
**GIVENCHY
CREATIVE DIRECTOR
SARAH BURTON**
PHOTO BY DAVID
BURTON/COURTESY
OF GIVENCHY

The symbolism was unmistakable. When Sarah Burton presented her debut women's collection as the new creative director of Givenchy in March of 2025, guests were seated on stools fashioned out of stacks of envelopes used to store garment patterns. They were just like the recently discovered batch from Hubert de Givenchy's first collection, which were unearthed during a renovation of the atelier.

Burton was building on the legacy of Givenchy, the French couturier who famously dressed Audrey Hepburn—and those 1952 patterns hidden inside a wall were her lodestar.

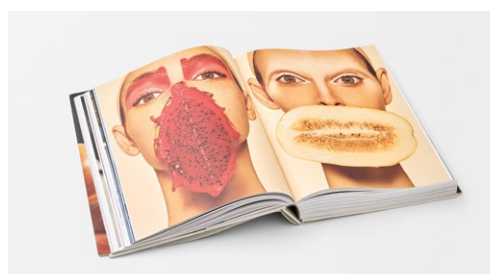
But Burton's collection was more than reverential in its nods to Givenchy's sculptural silhouettes, bows, and crisp shirting. It was also modern, with sexy hourglass suiting, fishnet bodysuits, and a whimsical dress covered in makeup compacts seemingly designed for social media buzz. It was the perfect balance of past and present, even incorporating a bit of Burton's recent history as a designer and creative director at Alexander McQueen in the delicate floral embroideries that brought her creation of Kate Middleton's wedding gown to mind.

**LOOKS FROM
GIVENCHY'S FALL/
WINTER 2025
RUNWAY SHOW**
PHOTOS COURTESY
OF GIVENCHY



As fashion's changing of the guard marches on, how brands manage a creative director transition is a delicate dance. "The heritage of a house is very important. It's about keeping that message clear but then giving the customer something new," said Robert Burke, founder and CEO of fashion consultancy Robert Burke Associates.

**"CRAFTED WORLD:
JONATHAN
ANDERSON'S
LOEWE" HONORS
THE 10TH
ANNIVERSARY
OF THE CREATIVE
DIRECTOR'S TENURE**
PHOTO COURTESY
OF LOEWE



It's important to carry over well-known design codes. Gucci has horse bits, CHANEL has its tweed, and Valentino has its classic red. Loewe honored Jonathan Anderson's whimsy and radical expressiveness that he established during his tenure there and published the monograph "Crafted World: Jonathan Anderson's LOEWE" so his successors and fans can carry on the legacy of the brand he took from 230 million to more than one billion euros in sales.

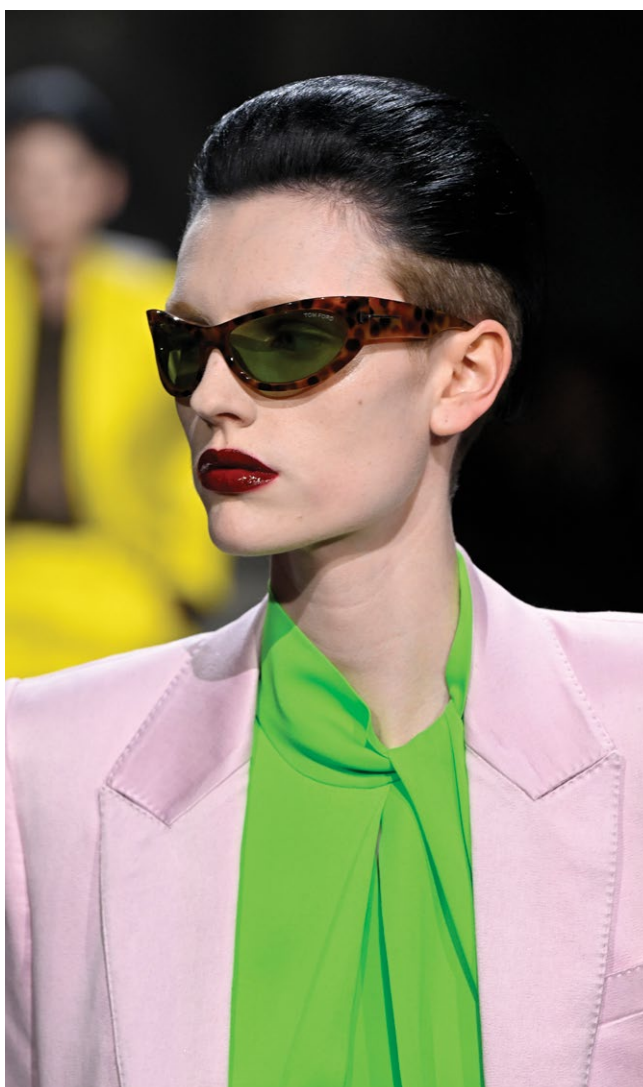
Other brands have less-defined brand DNA, offering a cleaner slate for new creative directors. Take Tom Ford, who was widely associated with his heyday at Gucci in the 1990s and early 2000s. The codes of his own namesake fashion brand, which is decades younger than its luxury peers, are still being written.

So, when Haider Ackermann debuted his first collection as Tom Ford's creative director, he paid light homage to Ford's Gucci-era hedonism with provocative gowns and his menswear flair in boom-boom 1980s power suits. Ackermann also carefully injected some of his own sultry silhouettes to chart a future course.

Cultivating new generations of customers is paramount for any brand, which means melding heritage with the current moment. For fall 2025, new Valentino creative director Alessandro Michele appealed to style aficionados by debuting a Vans sneaker collaboration on the runway, mixed with his own trademark gender-blending and the house founder's ruffled evening wear.

However, the work of introducing a new creative director begins long before a collection walks the runway. Timothée Chalamet wore a custom Givenchy suit on the Oscars red carpet in the same shade of butter yellow that came down the brand's catwalk as a dress a week later. Michele was not the only new creative director he helped boost during awards season. At the Golden Globes, Chalamet wore the first Haider Ackermann for Tom Ford suit. "Brands realize now that there are probably more eyeballs on celebrities on the red carpet than on their runway shows," explained Burke.

There's also the carefully calibrated pacing of announcing new creative directors to consider, waiting until the current one has completed the job before naming a replacement—even if it creates rumors and speculation. For example, it was rumored that Dior's new head of men's wear, Jonathan Anderson, would also take over women's wear and couture from Maria Grazia Chiuri as she was suspected to depart after her 2026 cruise collection was presented in May—all of which turned out to be true. After nine years of leadership, Chiuri stepped down, and Dior swiftly announced Anderson as the brand's creative director of men's wear, women's wear, and couture—marking the first time since Christian Dior himself that a single designer has overseen all aspects of the brand.



**TOM FORD PRESENTED
THE FALL/WINTER
2025/2026 COLLECTION
BY HAIDER ACKERMANN
IN PARIS.**
PHOTO BY KRISTY
SPARROW/GETTY

**GIVENCHY DRESSED
BEST ACTOR NOMINEE
TIMOTHÉE CHALAMET
FOR THE 2025 OSCARS**
PHOTO BY
JC OLIVERA/GETTY

In the end, though, success or failure will be judged by revenue and growth. After all, a CHANEL 2.55 handbag will always be iconic, no matter who is in charge.



Maison Moves

New creative directors at major houses are causing a seismic shift in the luxury fashion world.

BY BOOTH MOORE



FROM LEFT: ALESSANDRO MICHELE; JACK MCCOLLOUGH AND LAZARO HERNANDEZ; MATTHIEU BLAZY; SARAH BURTON; DEMNA; HAIDER ACKERMANN

FROM LEFT, PHOTOS: BY ESTROP/GETTY; BY JEFF HENRIKSON; BY VICTOR VIRGILE/GETTY; BY DAVID BURTON; COURTESY OF DEMNA

G U C C I

MAISON: Gucci is a luxury house founded in Florence in 1921. Its collections include ready-to-wear, leather goods, shoes, bags, jewelry, watches, décor, and more. The house rose to the height of fashion under Tom Ford (creative director from 1994–2004) and Alessandro Michele (creative director from 2015–2022).

NEW ARTISTIC DIRECTOR: Demna. The Georgia-born designer had helmed Balenciaga as creative director since 2015 and made his mark at the Kering-owned house by elevating streetwear to couture, supersizing suiting, and riffing on American pop culture. He worked with everything from “The Simpsons” to frequent collaborations with Kim Kardashian. Demna already has some experience with Gucci as well. In 2021, he and then Gucci creative director Alessandro Michele “hacked” each other’s brands, reinterpreting recognizable styles and swapping logos.

WHY: “Demna’s contribution to the industry, to Balenciaga, and to the Group’s success has been tremendous. His creative power is exactly what Gucci needs,” said François-Henri Pinault, chairman and CEO of Kering.

WHEN: Demna’s Gucci debut is expected later this year

V A L E N T I N O

MAISON: Valentino was established by Valentino Garavani in Rome in 1960—who became famous for dressing society ladies, often in his signature red—then revived by Pierpaolo Piccioli during a tenure that ended in 2024.

NEW CREATIVE DIRECTOR: Alessandro Michele. The Italian fashion designer gained global recognition as Gucci’s creative director from 2015 to 2022, where he tripled revenues. Michele has brought his maximalist, gender-blending style and penchant for

theatricality with him to Valentino—along with his celebrity friends Harry Styles, Elton John, Jared Leto, and Florence Welch.

WHY: “I am certain that the reinterpretation of the Maison’s codes and the heritage created by Mr. Valentino Garavani combined with Alessandro’s extraordinary vision will grace us moments of great feeling and will translate into irresistibly desirable objects,” stated Valentino CEO Jacopo Venturini.

WHEN: His third runway collection was presented in Paris for fall 2025 in an enormous public bathroom bathed in red light.

T O M F O R D

MAISON: Tom Ford is an American luxury house founded by namesake designer Tom Ford in 2005. The global fashion house is known for its refined tailoring and modern elegance and offers women’s and men’s fashion, accessories, eyewear, and beauty. Following the sale of Tom Ford to Estée Lauder Companies in 2023, Ford stepped down as the brand’s creative director.

NEW CREATIVE DIRECTOR: Haider Ackermann. The French-Colombian fashion designer was handpicked by Ford. He has earned accolades for his romantic, liquid-like tailoring and for dressing muses Tilda Swinton and Timothée Chalamet for the red carpet.

WHY: “I have long been a great fan of Haider’s work. I find both his womenswear and menswear equally compelling. He is an incredible colorist, his tailoring is sharp, and above all, he is modern. We share many of the same historical references, and I could not be more excited to see what he does with the brand,” said Ford.

WHEN: Ackermann debuted his first collection in March at Paris Fashion Week for Fall/Winter 2025 and received a standing ovation from everyone in the crowd, including Ford.

G I V E N C H Y

MAISON: Givenchy was established in Paris in 1952 by Hubert de Givenchy, who designed much of Audrey Hepburn’s classic personal and onscreen wardrobe. It was led by a succession of starry designers from the 1990s on, including John Galliano, Alexander McQueen, Riccardo Tisci, and Clare Waight Keller.

NEW CREATIVE DIRECTOR: Sarah Burton. The English fashion designer is Givenchy’s eighth designer and second female couturier. Prior to joining Givenchy, Burton served as Alexander McQueen’s creative director, where she designed Kate Middleton’s historic wedding gown.

WHY: “Her unique vision and approach to fashion will be invaluable to this iconic maison, known for its audacity and haute couture,” expressed Sidney Toledano, chairman of the board at Givenchy.

WHEN: Burton made her powerful debut in March at Paris Fashion Week for Fall/Winter 2025, beautifully blending Givenchy’s heritage with modern, bold femininity.

C H A N E L

MAISON: CHANEL, founded as a hat business by Gabrielle “Coco” Chanel in Paris in 1910, expanded into a global fashion juggernaut with tweed suits, 2.55 handbags, and two-toned shoes among its signatures, and Karl Lagerfeld as its long-serving creative director.

NEW ARTISTIC DIRECTOR: Matthieu Blazy. The French-Belgian designer is succeeding Virginie Viard—a long time collaborator and friend of Lagerfeld’s—as creative director. Blazy was the creative director of Bottega Veneta from 2021 to 2024, during which time he made the everyday extraordinary through his craft.

WHY: “We have a lot of confidence in Matthieu’s capacity to bring modernity and a different approach to Chanel,” Bruno

Pavlovsky, Chanel’s president of fashion, told The New York Times. “Matthieu has respect for the heritage but also a very specific design for ready-to-wear, for silhouettes, for bags, and we like it quite a lot. We want him to push, test, and go where he feels is right.”

WHEN: Blazy is expected to make his debut with the spring 2026 ready-to-wear collection in Paris in October.

L O E W E

MAISON: Loewe, established as a leather goods house in Madrid in 1846, grew into a fashion and fragrance brand in the 1970s. Narciso Rodriguez, José Enrique Oña Selfa, and Stuart Vevers have taken turns at the helm and were integral in building Loewe’s legacy, but it was Jonathan Anderson, under his 11-year tenure, who turned the LVMH-owned brand into a powerhouse. With his well-crafted clothes, must-have accessories, and memorable celebrity moments like the “Decades of Confusion” Loewe pronunciation campaign starring Dan Levy and Aubrey Plaza, Anderson established Loewe as one of the most recognizable and coveted luxury brands.

NEW CREATIVE DIRECTORS: Jack McCollough and Lazaro Hernandez are the American design duo behind Proenza Schouler, the womenswear and accessories brand founded in 2002 and known for creating luxury fashion for the metropolitan and sophisticated woman, including modern sportswear and its signature PS1 satchel.

WHY: “Their eclectic creativity and dedication to craft make them a natural choice to build the next chapter of Loewe,” said LVMH executive Sidney Toledano. “I look forward to seeing them lead the evolution of the house.”

WHEN: Jack McCollough’s and Lazaro Hernandez’s Loewe debut is expected later this year.



CORAL GABLES, FL - MIAMI

SEAS

AT MERRICK PARK



PHOTOS BY NICK FOCHTMAN

SHOPS AT MERRICK PARK

Where Luxury and Lifestyle Meet

Located in the heart of Coral Gables—one of the nation's most affluent and picturesque communities—Shops at Merrick Park is South Florida's premier open-air luxury lifestyle destination. Surrounded by lush landscaping and Mediterranean-inspired architecture, the center offers a refined yet relaxed environment where retail, dining, wellness, and culture come together seamlessly.





SHOPS AT
MERRICK PARK

alo

BOSS

CH

CAROLINA HERRERA

COLE HAAN

DAVID YURMAN

EQUINOX

GUCCI

JIMMY CHOO

LAFAYETTE 148
NEW YORK

LANDMARK
THEATRES

LOUIS VUITTON

Neiman Marcus

NORDSTROM

Perry's
STEAKHOUSE & GRILLE



SEA GRILL

TIFFANY & CO.

TORY BURCH

VINCE.

Anchored by premier department stores and supported by a dynamic mix of global luxury brands and boutiques, the center draws a loyal, style-conscious consumer. Its balanced merchandising mix, paired with year-round sunshine and an inviting layout, encourages guests to linger—whether they're browsing, dining, or recharging.

Beyond retail, Shops at Merrick Park is home to a curated selection of wellness and entertainment offerings, including a premier fitness club and boutique cinema that elevate the visitor experience and drive consistent, diverse foot traffic. The dining portfolio ranges from elevated full-service restaurants to approachable culinary concepts, all situated in a vibrant setting that reflects the best of South Florida's indoor-outdoor lifestyle.

At the heart of the property lies a beautifully landscaped lawn framed by palms, flowers, and a fountain—ideal for events, community activations, or simply enjoying Merrick Park's signature charm. Integrated office and residential components add to the property's dynamic energy, supporting weekday traffic and reinforcing Merrick Park's position as a true lifestyle destination.



For those looking to connect with a high-income audience in one of Florida's most iconic destinations, Shops at Merrick Park offers a setting that's as inspiring as it is impactful—elegant, effortless, and designed for discovery.

Julia Pinkham

"REVEALED"



Julia Pinkham has been a full-time artist since 1979. In addition to fine art, Pinkham has created a line of clothing that features her hand-painted fabric designs, a line of bestselling prints for a textile company in New York, and a series of cloisonne jewelry designs for Zarah Company of California. She also wrote and illustrated a series of Nature Encyclopedia coloring books for Stemmer House Publishers. Since January of 2000, she has concentrated exclusively on her fine art practice. Pinkham's artwork is strongly influenced by the natural world, particularly the ocean. Her current abstract, surrealist works in mixed media and acrylic reflect her ongoing interest in natural forms, movement, and energy.

PHOTO BY NICK FOCHTMAN



AS SEEN ON THE RUNWAY IN STELLA
MCCARTNEY'S SUMMER 2025
PRESENTATION, THE MOTHER FUCKER TANK
TOP REIMAGINES THE BRAND'S ICONIC
ABOUT FUCKING TIME ARCHIVAL LOOK
PHOTO COURTESY OF STELLA MCCARTNEY

Activism in Elegance: Statement Pieces

While quiet luxury defines the moment, these brands' messages on activism are loud and clear.

BY LAUREN BROCATO

Fast fashion is increasingly prolific and there's a growing focus on the industry's effects on the environment. In response, luxury brands are doubling down on ethical and eco-conscious practices and championing inclusion in the most powerful forms that the industry has ever seen.



Since its debut in 2001, British brand Stella McCartney has been a leader in sustainable fashion. The label's early activism includes countless collaborations to support women's rights, environmentalism, and ethical production practices such as the first garments made of regenerative cotton, as well as collections and campaigns like a limited edition drop for War Child UK to raise awareness and provide support to children living in conflict zones. A flurry of accolades for founder Stella McCartney followed her brand's debut, including receiving a Commander of the Order of the British Empire award for her contributions to fashion and sustainability in 2023 and being named PETA's Person of the Year in 2024.

DESIGNER STELLA MCCARTNEY WAS APPOINTED AS A COMMANDER OF THE ORDER OF THE BRITISH EMPIRE FOR SERVICES TO FASHION
 PHOTO BY CREATOR: JOHN STILLWELL/GETTY



STELLA MCCARTNEY'S NEW WOVEN RYDER BAG IS CRAFTED WITH RECYCLED, ORGANIC, AND GRAPE-BASED MATERIALS
 PHOTO COURTESY OF STELLA MCCARTNEY



The brand continues to make headlines as its summer 2025 campaign is its most sustainable collection to date. Free from leather, feathers, fur, and exotic skins, the collection includes the Stella Ryder, a first-of-its-kind luxury handbag crafted in collaboration with Hydefy, a fungi-based vegan alternative to leather; cloud knits spun from PEEKABOO recycled nylon yarn; and garments in Kelsun™, a seaweed-based textile, available commercially in the luxury space for the first time. Also in the collection—and donned by celebrities since its launch—is the “Mother Fucker” tank top, an homage to women and the earth, printed in a carbon-negative black pigment created from algae waste.



THE PRADA GROUP AND UNESCO-IOC OCEAN LITERACY WORLD CONFERENCE WAS HELD IN VENICE, ITALY TO TO PROMOTE A GREATER UNDERSTANDING OF THE OCEAN.
PHOTO BY STEFANO MAZZOLA/GETTY

Prada has followed suit with such eco-conscious measures as the 2019 launch of SEA BEYOND, a project in partnership with the Intergovernmental Oceanographic Commission of UNESCO (UNESCO-IOC), to raise sustainability awareness and contribute to ocean preservation. The Prada Group tapped actress Sadie Sink to front a recent campaign educating and encouraging the next generation to protect the ocean. "The promotion of culture and education is an integral part of the sustainability strategy," says Lorenzo Bertelli, the Prada Group's Head of Corporate Social Responsibility. "The collaboration with UNESCO embraces this path and translates it into a direct channel of communication with students around the world."

Luxury brands are also making strides in diversity and inclusion. French fashion house Chloé is leading the charge, which comes as no surprise from a brand founded with a mission in 1952 to redefine the very idea of women's fashion.

"When Gaby Aghion founded Chloé in the early '50s after the war, she wanted to *liberate* women and allow them to be free and live their lives the way they want," explains Chloé creative director Chemena Kamali.

"It is something I emphasize in my collections—that women should be free to follow their intuition, follow their dreams, and wear what feels right in a way that allows them to be themselves." And with a majority of women in management roles, the brand prioritizes gender equality, both internally and externally. "As a creative director, I am deeply convinced of the crucial role female leadership plays in shaping the future of our industry."

While current conversations surrounding the methods of fashion production and influence continue, luxury brands including Stella McCartney, Prada, and Chloé demonstrate that they have more at stake than creating beautiful clothing and accessories. While they leave their mark on the world through fashion, they also work to maintain a positive impact in the world through collaborations, missions, and materials.

POWER



DELPHINE ARNAULT,
CHAIRMAN AND CEO OF
CHRISTIAN DIOR
PHOTO BY STEPHANE
CARDINALE-CORBIS/GETTY

Delphine Arnault and the Power of LVMH

BY SAHAR KHAN

Delphine Arnault was appointed chairman and CEO of Christian Dior in February 2023. As the eldest child and only daughter of Bernard Arnault, the chairman and CEO of LVMH, she learned the intricacies of the fashion business while moving through the ranks of various LVMH brands over two decades. Now, the 50-year-old Arnault is the first woman to helm the ship at Dior, almost 40 years after her father bought its parent company.

She originally joined Dior in 2001 and was promoted to deputy managing director in 2008, helping oversee one of the brand's most successful periods. Arnault then joined Louis Vuitton as executive vice president in 2013 and ushered in the prosperous reign of fashion designer Nicolas Ghesquière. She was also instrumental in appointing Maria Grazia Chiuri as Dior's first female creative director in 2016. With this selection, Chiuri brought a new-wave feminist lens to the atelier's optics of traditional femininity.



DIOR'S FLAGSHIP
PARIS BOUTIQUE
PHOTO BY
DOMINIQUE
MAITRE/GETTY

Dior sales reached €9.5 billion in 2023, up from €8.6 billion in 2022. And its fourth quarter of 2024 showed accelerated organic revenue growth, highlighting the atelier's resilience in an unpredictable market.

LA PÂTISSERIE DIOR
OVERLOOKS A LUSH
GARDEN AT THE
PARIS BOUTIQUE
PHOTO BY DOMINIQUE
MAITRE/GETTY

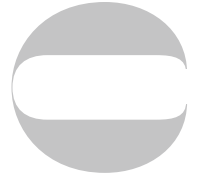


DIOR'S RECENTLY
REIMAGINED 30
MONTAIGNE FLAGSHIP
IS LOCATED AT THE
SAME ADDRESS AS
THE DESIGNER'S
ORIGINAL ATELIER
PHOTO BY DOMINIQUE
MAITRE/GETTY

Part of this success is because Arnault has a knack for spotting genius. After all, she was just a child when her father bought Dior, and she grew up visiting the maison on weekends—an early education in fashion. In 2014, she founded the LVMH Prize for Young Fashion Designers and remains a key scout for the group. This competition finds and nurtures talent between the ages of 18 and 40 with a €400,000 endowment and a one-year mentorship with a dedicated LVMH team. The competition has launched the careers of notable designers including Grace Wales Bonner and Thebe Magugu and continues to shine a spotlight on new designers' skills. Ghesquière told *Vogue* that given Arnault's eye for talent, he wasn't surprised when she launched the LVMH Prize. "It reveals a lot about her—how she thinks about the future," he said.

Arnault played a key role in bringing on Jonathan Anderson as the creative director for Spanish fashion house Loewe. He transformed the atelier into a global name, proving once again how savvy Arnault is at bringing on people with creative—and lucrative—ideas. In 2015, Arnault was also credited as being influential in acquiring a minority stake in Italian fine jewelry brand Repossi. LVMH then became Repossi's majority stakeholder in 2018 to further support the brand's international expansion.

As she continues to steer the 78-year-old brand through the demands of a 21st-century market, Arnault has had *a lifetime of preparation* for balancing its heritage with its future. As she told *Vogue*, "Dior is the most famous French name in the world." Under her guardianship, it seems poised to become even *bigger*.



Our Iconic Collection properties exemplify the cutting-edge approach we're taking to reimagine the shopper experience through innovation, strategic thinking, community partnerships, advanced sustainability initiatives, and unparalleled activations. These destinations are alive with an energy that engages our guests and creates truly unique experiences.

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CENTER



GRAND CANAL
SHOPPES



TYSONS
GALLERIA



MIAMI DESIGN
DISTRICT



THE SHOPS AT
THE BRAVERN



OAKBROOK
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THE SHOPS AT
LA CANTERA



PIONEER
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SHOPS AT
MERRICK PARK



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CROWN
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BROOKFIELD PLACE NY

GRAND CANAL SHOPPES

MIAMI DESIGN DISTRICT

OAKBROOK CENTER

PIONEER PLACE

SHOPS AT MERRICK PARK

CROWN BUILDING

THE SHOPS AT LA CANTERA

THE SHOPS AT THE BRAVERN

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