DECODING GROWTH IN UNCERTAIN TIMES



OCTOBER 2026

WWD X BCG

EXECUTIVE SUMMARY

FASHION BRANDS ARE FACING a more careful, price-aware shopper.

Consumer confidence has dropped, and more consumers are researching purchases carefully instead of buying on impulse or sticking with familiar brands.

Despite this caution, there are real growth opportunities.

1 Product and innovation continue to remain the most critical drivers of consumer preference

Despite discovery increasingly shifting to digital channels and AI, style, quality and product continue to be the at the center of consumer decision making, now outpacing just price and promotions.

2 Culture is also becoming a competitive advantage.

Brands that actively shape trends, rather than just follow them, earn more loyalty, especially from younger shoppers who see cultural relevance as essential to their buying decisions.

3 At the same time, AI is reshaping how people shop, though not everyone embraces it equally.

Taken together, these shifts point to a few things winning brands are doing:
1) Leading with product, fit and quality
2) Incubating cultural leadership as an organizational capability
3) Building an agentic foundation for AI journeys and personal agents

The WWD x BCG Decoding Growth in Uncertain Times report unpacks each of these in turn, showing the data behind the shift and what it means for how brands compete next.





FUTURE OF U.S. FASHION STUDY

4K+

U.S. responses to BCG Consumer Survey1 exploring spending priorities, shopping behaviors, and brand engagement across fashion & luxury.

9M

posts on social media channels.

10

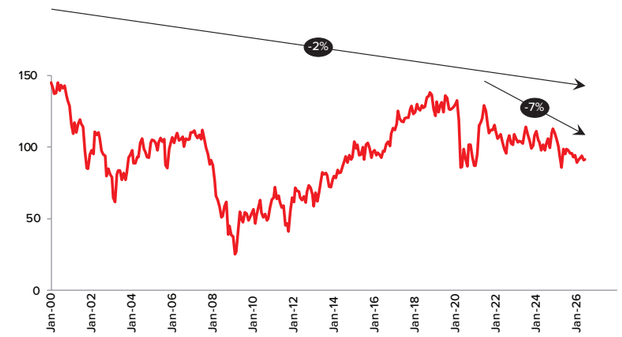
in-depth 1:1 interviews with industry leaders.

Engagement of global Fashion and Luxury experts.

FRAGILE CONFIDENCE IS CREATING A MORE SELECTIVE CONSUMER

Consumer confidence has seen a steady decline over the past few years.

Consumer Confidence Index® U.S., 1985=100



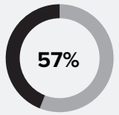
Affecting behavior across every income group:



Have become **more selective** about discretionary spending.



Rank **'getting my money's worth'** among their top fashion needs.



Have **traded down** to more affordable brands to save money.

Source: The Conference Board Consumer Confidence Index®; BCG State of Fashion and Luxury Survey 2026

DELIBERATION IS OUTWEIGHING HABIT AND IMPULSE IN FASHION SHOPPING

Consumers are breaking purchase habits

91%

of consumers actively research fashion purchases rather than relying on brands they already know and trust.

Impulse is becoming harder to trigger

14%

Only 14% of consumers cited impulse as a top-five driver of their most recent fashion purchase.



THE WINNING CONSUMER ALGORITHM



FROM:	TO:	
PRICE AND DISCOUNTS	PRODUCTS AND LIFESTYLE	**The next wave of growth will come from competing beyond pure price and discounts to products, quality and lifestyle**
MARKETING ADVANTAGE	CULTURAL ADVANTAGE	**Winning brands and emerging challengers are not just participating in culture, but producing culture**
ONE SIZE FITS ALL AI APPROACH	NUANCED RESPONSE TO AI	**AI is creating a new dimension of customer response, requiring brands to deploy AI selectively to delight adopters without alienating skeptics**

1

FROM PRODUCT OWNERSHIP TO CATEGORY AND LIFESTYLE LEADERSHIP

As consumers become more discerning in their spend quality, style and value continue to remain tablestakes for the consumer. Over the past few years, the consumer focus has shifted from lowest price and best discount to value for money through the best style, fit and quality. The role of outlets and discount formats has grown as consumers seek brands and quality they trust for the best price.

With the rise in GLP1s and focus on wellness more broadly, the consumers lifestyle wallet in wellness, fitness and sport has continued to grow presenting natural extension opportunities for fashion brands.



COMMUNICATE QUALITY AND CRAFTSMANSHIP

In a world of AI and digital discovery, finding ways to communicate quality, fit and craftsmanship is increasingly important. Consumers are no longer purely price-seeking and digital storytelling is a core competency to invest behind.

STRATEGICALLY IDENTIFY EXTENSION DEMAND SPACES

Winning brands are tapping into extension opportunities by assessing the role the brand plays in consumer routines, not purely the attractiveness of adjacent markets or whitespace. Owning clear functional and emotional consumer equities or occasions can create brand permission to expand into adjacencies and white-space demand pools (e.g., comfort, style, performance).

WIN ON DEPTH, NOT BREADTH

Connected ecosystems of products, services, experiences, and communities create more ways for consumers to experience the brand, making every extension feel like a natural evolution rather than a new direction.

STYLE AND QUALITY NOW OUTPACE PRICE AND PROMOTION IN DRIVING CONSIDERATION AND CONVERSION

Thinking back to your most recent fashion purchase, what were the biggest reasons you chose that brand and product?

- Liked the style or design
- Fit me or suited my needs best
- Already trusted the brand
- Best value for the price
- Higher quality or more durable
- On sale or offered a good promotion
- Features or performance I wanted
- Easiest or most convenient option to buy
- Positive reviews or online discussion
- Recommended by people I trust

Assortment · Value · Experience · Trust

Value is measured by what a product delivers, not what it costs

53%

of consumers see quality for the price as the biggest driver of "value"

Source: BCG State of Fashion and Luxury Survey 2026



DESPITE DISCOVERY INCREASINGLY HAPPENING ON AI, CONSUMERS ARE LOOKING FOR WHAT'S REAL IN MATERIALS, CRAFTSMANSHIP, AND BRAND TRUST

Materials and craftsmanship matter beyond luxury

Which factors are the strongest indicators of quality when shopping for a [category] item?

	Luxury	Apparel	Footwear
#1	Materials or fabric	Materials or fabric	Look or feel
#2	Look or feel	Look or feel	Craftmanship
#3	Brand reputation	Craftmanship	Materials or fabric
#4	Craftmanship	Brand reputation	Brand reputation
#5	Price	Reviews	Reviews
#6	Reviews	Price	Price
#7	Country of origin	Purchase channel	Country of origin
#8	Purchase channel	Country of origin	Purchase channel
#9	Purchase experience	Purchase experience	Purchase experience

Quality Cue: Product Brand

Source: BCG State of Fashion and Luxury Survey 2026

CONSUMERS ARE INCREASINGLY OPTING FOR VALUE CHANNELS TO BREAK THE QUALITY AND VALUE TRADE-OFF

When value becomes a barrier, many consumers change where they buy, not what they aspire to buy

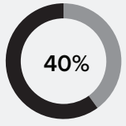
40%

Have walked away from purchases they were considering because of price or value for money.

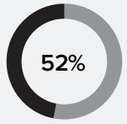
71%

of those consumers shop in outlet or factory stores.

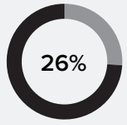
Engineering better value for money without changing what they value



Quality remains non-negotiable
40% of outlet and non-outlet shoppers **alike** rank **quality** among their **top purchase drivers.**



Access, not compromise
Shop outlets to access **preferred brands and products** at better prices.



Limited perceived trade off
Only 26% of consumers state they would be less likely to buy an outlet product if they found out it was **outlet-specific.**

Source: BCG State of Fashion and Luxury Survey 2026

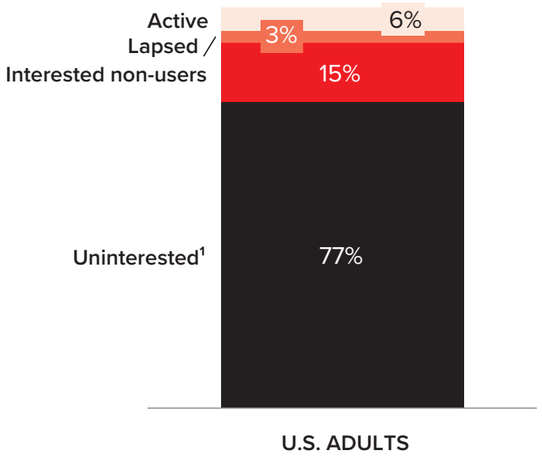
THE RISE OF WELLNESS IS CREATING AN OPPORTUNITY TO UNLOCK SHARE FOR FASHION BRANDS WITHIN A BROADER WELLNESS ECOSYSTEM



1. Purchase frequency and spend per purchase across fitness and wellness categories
Source: BCG Activewear Report 2026

GLP-1S ARE ALREADY A MASS CONSUMER SEGMENT: ~1 IN 4 US ADULTS IS USING, LAPSED, OR INTERESTED

GLP 1 use status / interest among U.S. adults



1/4TH

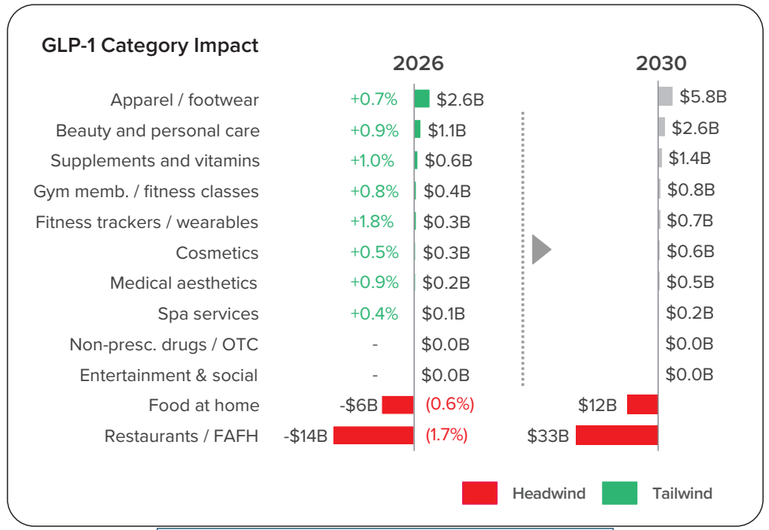
of U.S. adults are potential GLP-1 users
Interest spans income, age, ethnicity, and gender
Interest is not located in a single segment of the population

~40%

of U.S. adults suffer from obesity or T2D
As additional indications are recognized, acceptance of GLP-1 use may expand.

Source: BCG Report: The Unexpected Ways GLP-1s Are Transforming Consumer Behavior (August 2026)

REDUCED FOOD SPEND MIGRATING TO OTHER HEALTH & SELF-OPTIMIZATION CATEGORIES, WITH APPAREL AND FOOTWEAR LEADING THE CATEGORY SET



Directional estimates based on self-reported data

Source: BCG Report: The Unexpected Ways GLP-1s Are Transforming Consumer Behavior (August 2026)

IMPLICATIONS ON FASHION

Overall, category tailwinds expected as consumers evolve wardrobes, fit and sizing.

Consumers cite increase in in-store shopping to discover new sizing and fit, creating need for dressing room space and assisted styling services.

Brands experiencing significant growth in fit related digital returns as sizing curves change.

There is greater unpredictability in inventory needs across size curves as new normal still involving.

Consumers shifting to new brands and retailers as they embrace a new aesthetic.



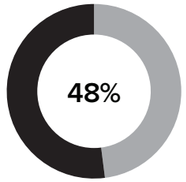
BEYOND WELLNESS, SPORT IS FASHION'S SCALING LIFESTYLE FRONTIER

77%

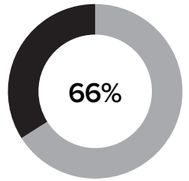
of fashion consumers engage with sport and sport culture

Sport is not only a major consumer passion – it's a cultural arena where fashion brands have permission to play

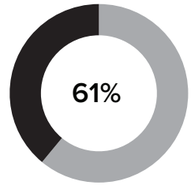
Of those who engage with sport...



Buy or wear apparel linked to **sports** teams, athletes, or events.



Believe fashion brands have a **natural role** in major **sporting events.**



Are **more likely** to buy from brands that **activate around sports.**

Source: BCG State of Fashion and Luxury Survey 2026





WORDS OF WISDOM

Joe Preston
president and chief executive officer, New Balance Athletics



Q: How has New Balance gained consumer permission to move beyond the footwear category and become more of a lifestyle brand?
Joe Preston: "Sport and performance will always be at the core of New Balance, and we seek to position the brand at the center of sport and culture as we know consumers are engaging with sport, music, fashion and entertainment in ways that increasingly overlap. Collaborations within lifestyle – from Grammy-winning artist Rosalía to Miu Miu allow us to show up in the moments that matter for consumers across generations."

Q: New Balance is one of the few brands that has managed to win across both performance and lifestyle in a consistent way across trend cycles. How does New Balance approach this strategy?
J.P.: "Movement today is about more than sport. It has evolved from an activity into a lifestyle and is increasingly a reflection of identity, community and how people choose to live. As the lines between sport, wellness, lifestyle and culture continue to blur, our focus is on staying close to consumers to understand how their behaviors and expectations are evolving, and how to meet them where they are."

Q: New Balance took a unique approach to sports partnerships this summer across large sporting events such as the World Cup. What is differentiated about the New Balance partnership strategy?
J.P.: "About a decade ago, we made a deliberate decision to compete more broadly in sport. We started with baseball and that success gave us the conviction to expand into additional sports and today, we're proud to represent many of the world's best athletes, from U.S. Open champion Coco Gauff and MLB superstar Shohei Ohtani to NFL MVP Josh Allen and 2025 NBA #1 Draft pick Cooper Flagg. For us, the partnership isn't simply about having an athlete wear our product. We continue to look for opportunities where there is a real connection between the individual and New Balance and what we can uniquely build together."

2

FROM MARKETING ADVANTAGE TO CULTURAL ADVANTAGE

Culture is becoming a source of competitive advantage, not simply brand expression. Consumers increasingly reward brands that shape culture rather than follow it, while authentic cultural participation consistently outperforms traditional campaigns in building consumer recall, affinity, and action.

At the same time, culture is becoming more fragmented. New arenas – from sport to tech to entertainment – are creating more opportunities for brands to build cultural advantage but also making relevance harder to earn through a one-size-fits-all approach.



BROADEN CULTURAL FIELD OF VISION

The originality premium increasingly comes from beyond fashion itself. Brands are expanding where they look for inspiration but concentrating investment in the cultural systems that reinforce the brand rather than chasing every emerging moment.

BUILD CULTURAL INTELLIGENCE AS A DISCIPLINE

Winning brands treat cultural sensing as a repeatable capability embedded across marketing, product, partnership and investment decisions. Competitive advantage is emerging from building the scalable systems that can turn consumer signals into an investable innovation platform, allowing brands to act on emerging cultural shifts before the obvious.

EXPERIMENT WITH NEW TALENT MODELS

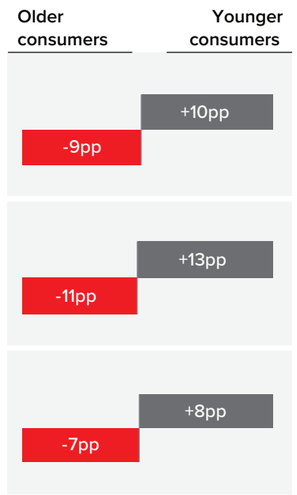
Brands that are building this advantage are bringing in new talent with a pulse on creativity and culture and breaking down organizational silos and hierarchical approval processes to help the teams move at the pace of culture.

WINNING BRANDS NO LONGER REFLECT CULTURE – THEY PRODUCE IT

46%
consider **cultural relevance** an important factor when deciding which brands to buy.

54%
are more drawn to brands that **create new trends** than brands that follow them.

60%
are willing to pay more for products from brands that feel **original and innovative.**



For younger consumers, cultural leadership is becoming a prerequisite for brand preference – not simply a differentiator.

Source: BCG State of Fashion and Luxury Survey 2026

WELL-PLACED CULTURAL ACTIVATIONS OUTPERFORM TRADITIONAL CAMPAIGNS

Authentic cultural participation builds mental availability and affinity…

1.2x
Campaigns anchored in major cultural moments are 1.2x more memorable than traditional campaigns

+7pp
Authentic cultural activations strengthen brand affinity, lifting online sentiment by 7pp on average[1]

88%
of consumers who recalled a cultural activation went on to engage, learn more, or purchase

…and converts it into consumer action.

1. US mentions only, net sentiment calculated as Positive % - Negative %, based on mentions between January to July 2026 (n=10,216)
Note: Based on analysis of 2026 fashion brand activations across cultural moments in fashion, sport, and entertainment. Results aggregated across all activations tested
Source: BCG State of Fashion and Luxury Survey 2026; Synthesio; BCG analysis





CULTURAL ADVANTAGE IS AN ORGANIZATIONAL SYSTEM, NOT A SERIES OF CAMPAIGNS

Spotting cultural shifts is only the beginning; winning requires repeatable systems to act on them at scale

1 Quantify what will win

Use predictive analytics and rapid consumer validation to quantify which concepts have the highest potential ROI, and pressure-test early demand signals so teams build conviction quickly (rather than waiting for perfect certainty).

2 Translate into strategic bets

Move beyond identifying where growth exists to creating multi-year innovation platforms that connect consumer need, technical feasibility, and commercial right-to-win. Pair each opportunity with a credible business case and clear cross-functional delivery plan.

3 Put an op model behind culture

Innovation becomes consistent when companies treat it like a cross-functional product run by a dedicated team with clear decision rights. Empower small teams to move quickly from concept to scale, with leadership providing the guardrails, funding, and portfolio choices.

4 Establish a shared fact base

Create a single source of truth so teams can act cohesively across functions and build the organization's ability to speak in demand-led terms rather than opinion-led debates.

5 Harness the power of AI

AI and GenAI can accelerate the innovation cycle, expand the range of ideas explored, and surface the concepts most likely to appeal to customers. Innovation teams and workflows should also be redesigned with the role of agents in mind.

Source: BCG, How Big Brands Can Spot the Next Big Thing, 2026

WORDS OF WISDOM

Mark Breitbard
president and
CEO, Gap Brand



Q: In our report we argue that winning brands now produce culture rather than follow it. Gap's collaborations and entertainment partnerships (music, film, sports) put you squarely in that camp. How do you decide when Gap should originate a cultural moment versus responsibly borrowing one that already exists?
Mark Breitbard: The starting point is knowing our brand voice and having conviction around the things that are unmistakably Gap, then identifying partners with whom we can create innovative new stories with. When product, storytelling and culture work together, the brand naturally earns its place in the conversation.

That's how we've rebuilt relevance with customers across generations and created consistent momentum for the business.

Q: As head of the Gap brand, what non-fashion arenas, music, sport, gaming, film, are you drawing on most right now, and how do you keep that inspiration "on-brand" rather than diluting Gap's identity?
M.B.: Music, first and foremost, because it's been part of Gap's DNA from the beginning. Our first store sold records and denim. It's why seasonal campaigns rooted in music and dance, and showing up at places like Coachella makes sense for us. Gap has always stood for self-expression, music, movement and iconic essentials. We're not reinventing the brand. We're taking the things that have always made Gap relevant and reinterpreting them for a new generation.

Q: How does Gap think about its internal cultural engine and its ability to shape consumer conversations rather than simply follow trends?
M.B.: It starts with our teams. We hire people who know the brand, understand the customer, and are out in the world every day. They're paying attention to what's happening in culture, in music, in fashion, and in the lives of our customers. They know what's resonating, who's shaping the conversation, and where culture is headed before it becomes obvious to everyone else. We trust our team. That perspective helps us spot opportunities early, tell more relevant stories, and find fresh ways to express what has always made Gap iconic.

3

FROM ONE SIZE FITS ALL AI APPROACH TO DELIGHT ADOPTERS WITHOUT ALIENATING SKEPTICS

AI is rapidly becoming a default step in the shopping journey rather than an experiment. Consumers turn to it to navigate shopping pain points, discover brands and products, and inform purchase decisions – with high frequency shoppers leading adoption.

Yet adoption is polarizing, not converging. Consumers are dividing into AI enthusiasts and AI skeptics with fundamentally different expectations of both the shopping experience and how brands themselves should use AI.



INVEST IN DISCOVERABILITY

Brands are accelerating investments in discoverability and desirability – two capabilities that create advantage regardless of the consumer segment or the interface.

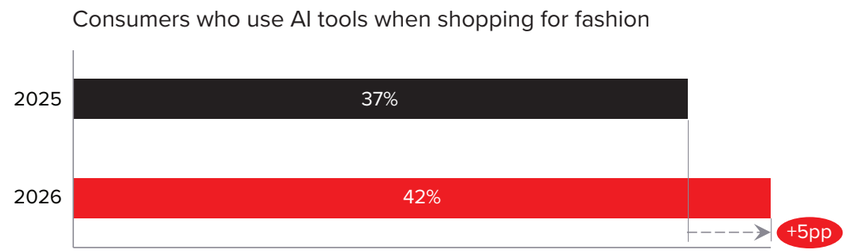
REDESIGN CUSTOMER INFLUENCE PATHWAYS FOR AGENT MEDIATION

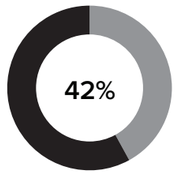
Brands are adapting the sequence, timing, and content of the customer journey, designing for human attention where customers are the decision makers and for machine evaluation where agents shape decisions. The two influence pathways – humans and agents – need to increasingly be considered in parallel.

PREPARE FOR NEW FRONTIER OF PERSONAL AGENTS

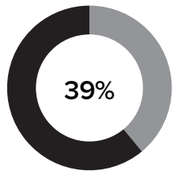
Winning in agentic involves three blocks reinforcing each other - GEO, agent development and ecosystem integration

FOR A GROWING SHARE OF CONSUMERS, AI IS BECOMING A DEFAULT STEP IN SHOPPING

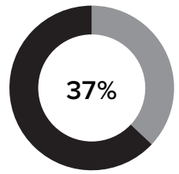




Use AI to **compare options, prices, or specs** across brands.



Use AI to **check reviews** or determine whether a product is **worth buying.**

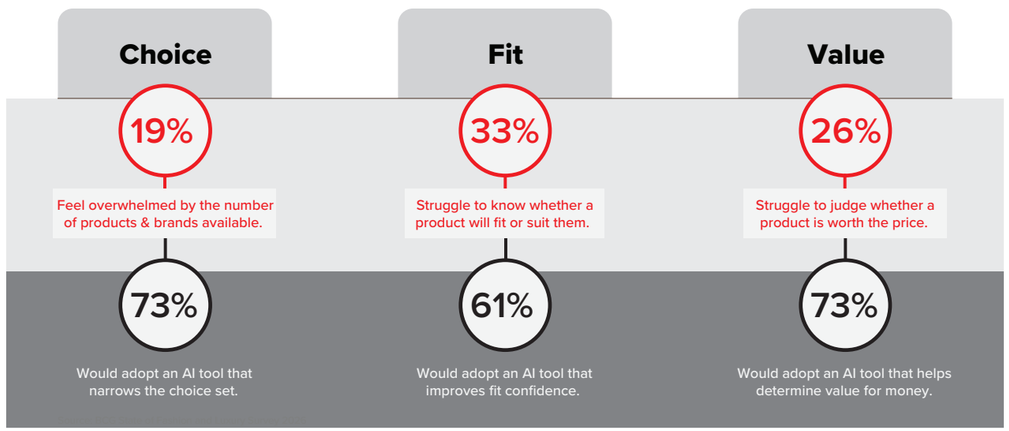


Use AI to find **where to buy** a product or the **best deal.**

WITH TOP USE CASES CENTERED ON PRODUCT COMPARISON & REVIEW

Source: BCG State of Fashion and Luxury Survey 2026

CONSUMERS WELCOME AI THAT REMOVES FRICTION FROM THE SHOPPING JOURNEY



Source: BCG State of Fashion and Luxury Survey 2026



HOWEVER, NOT EVERY CONSUMER WANTS AI

AI lovers			AI haters
23% Strongly agree	AI has become one of my **first** stops when researching products.	Strongly disagree	44%
28% Strongly agree	AI **saves me time** when I shop.	Strongly disagree	37%
26% Strongly agree	AI has **helped me discover brands** I otherwise wouldn't have found.	Strongly disagree	41%
21% Strongly agree	AI has **influenced purchases** I otherwise wouldn't have made.	Strongly disagree	43%
13% Strongly disagree	I would rather research products **myself** than use AI.	Strongly agree	52%
26% Strongly disagree	I **actively avoid** using AI when shopping.	Strongly agree	39%

Source: BCG State of Fashion and Luxury Survey 2026

HOW BRANDS USE AI CREATES JUST AS MUCH DIVISION AS PERSONAL AI USE

How would a fashion brand's use of AI affect your likelihood of purchasing?

If the brand uses AI to...

AI lovers			AI haters	
29%	More likely	Generate **on-model images** for its website	Less likely	28%
28%	More likely	Generate **still life images** for its website	Less likely	27%
28%	More likely	Create a **customer service** chatbot	Less likely	29%
26%	More likely	Generate an **advertising** campaign	Less likely	27%

Source: BCG State of Fashion and Luxury Survey 2026

Human creativity remains a powerful differentiator

47%

would be more likely to buy from a brand that publicly commits to using only human-created creative content.



WORDS OF WISDOM



Michael Kliger
chief executive officer,
LuxExperience

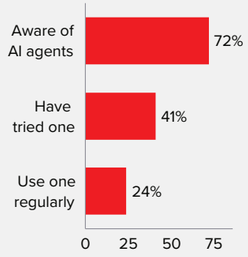
Q: There are customers who actively embrace AI and those who don't want anything to do with it, but still expect highly personalized service, especially in luxury. How do you think about balancing those two customer groups?
Michael Kliger: All our customers expect highly personalized services. The question is, can AI help to make it even more personal and are customers embracing it? At the moment, the amount of traffic coming from LLMs is small and it's not growing exponentially as projected. You never know when this kicks off, so we are prepared. Every one of our customers is also an Amazon customer to a certain degree. So the new Amazon search is impacting how they use search. When they come to Mytheresa or Net-a-porter, their behavior will change. They won't type in, "Black dress, size 34 EU long." No, they will just say, "Sexy dress for Italian night" and expect a relevant answer because that's how they learn to communicate now.

Q: What are the lessons of fashion's transition from brick and mortar to e-commerce that apply to this moment?
M.K.: Any new technology, any new thing does not change what we are dealing with in fashion. We are serving people that want to look cool, want to look good, want to look younger, want to be part of a community. But the fault line is not physical vs. digital, the fault line is whether or not to use technology. The key to success in luxury fashion is to understand and serve emotional needs. No one needs what we are doing, so if we don't evoke a need, then we are stuck. I'm asking myself all the time whether technology makes it easier to deliver a relevant offer to our customer.

Q: As you think about luxury brands deploying AI today, what do you think the biggest misconceptions are?
M.K.: Being a brand is a different exercise than being a retailer. Our expertise is digital multi-brand retailing. In this world we do need to combine efficiency and inspiration. Customers shop with us because it saves time. Therefore, we use chatbots for basic email response. Customers are pretty good at sensing whether a response was written by a human or not. It's fascinating. But customers accept the use of AI if it helps them to answer "Where is my return?" or "Where is my refund?" For inspiration in luxury, AI may not yet be good enough - but it will be.

THE RISE OF PERSONAL AGENTS IS NOW FUNDAMENTALLY SHIFTING THE JOURNEY

Adoption



32% have let AI act for them without a final sign -off

Personal agents are capable of...

Acting without being asked:
Agents can surface deadlines, reminders, and suggestions

Executing full tasks:
Agents can plan, complete, and confirm multi -step work end-to-end

Transacting on user's behalf:
Agents can book, buy, and negotiate directly with vendors

Running 24/7:
Agents can run on a schedule or in the background, independent of an open app

Living in channels users already use:
Agents can interact with users over text, email, and messaging apps without the need for unique interfaces

Source: Menlo Ventures, 2026: The State of Consumer AI; Meta; Bloomberg (21 Sep 2026); Google I/O (May 2026); BCG Consumer AI Disruption Index



AGENTS HAVE CROSSED THE DISCOVERY THRESHOLD BUT NOT DELEGATION

AI has crossed the discovery threshold — but not the delegation threshold

Agents are already reshaping what people see; autonomous purchasing still faces a substantial trust barrier.

DISCOVERY

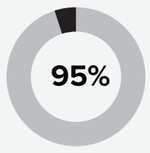
AI is already mediating search

68% of Google searches are zero-click

83% when an AI Overview appears

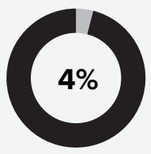
90%+ in AI Mode on informational queries

DELEGATION



Trust has not yet caught up

of consumers have concerns about AI-assisted shopping



would let an agent complete a purchase on its own

The next bottleneck is not capability alone — it is trust.

Source: Menlo Ventures, 2026: The State of Consumer AI; Meta; Bloomberg (21 Sep 2026); Google I/O (May 2026); BCG Consumer AI Disruption Index

WHAT WINNING AGENTIC LOOKS LIKE – 3 BRICKS REINFORCING EACH OTHER

GEO	Agent development	Ecosystem integration
GEO is no longer optional— brands not discoverable today won't be transactable tomorrow	Don't wait to build your agentic bricks - you'll need it to speak to your customers or as enabler of the rest	First mover advantage is real brands locking in partnerships today will be hardest to displace
• Build your prompt taxonomy — understand what your consumers ask and own those answers • Restructure brand.com as an AI-readable backbone • Syndicate offsite • Pilot, measure fast, scale	• Define your distinctive USP • Start with one high-value use case built on your existing assets & data • Design for interoperability from day one • Capture 1P data at every interaction	• Decide where to integrate to extend your reach — retailers, tech platforms, other • Build a clear win-win narrative • Pick one partner to co-build — prove the model before scaling • Dedicate a cross-functional team with a clear mandate to move fast

DECODING GROWTH IN UNCERTAIN TIMES

THE WINNING CONSUMER ALGORITHM





ENGAGE

INCUBATE CULTURAL ADVANTAGE

Expand your cultural field of vision and embed cultural intelligence across the business to identify, shape, and invest in emerging cultural shifts before they become mainstream.

ACQUIRE

TAP INTO THE LIFESTYLE MINDSET

Explore natural adjacencies into lifestyle platform through connected products, services, and experiences anchored in a distinctive brand identity. Assess new lifestyle frontiers of GLP-1s, Wellness, Entertainment and Sport and connection to brand DNA.

CONVERT

STRENGTHEN VALUE, QUALITY AND FIT EQUATION

Assess the impact of GLP-1s on inventory sizing and fit, and communication quality and craftsmanship (beyond just price and discounts) to reinforce value proposition across every customer touchpoint.

RETAIN

BUILD FOR MULTIPLE PATHS TO PURCHASE

Design flexible journeys for AI adopters and skeptics while investing in the discoverability and desirability that create advantage across both AI-enabled and traditional shopping journeys.



ABOUT WWD

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ABOUT THE AUTHORS



Mrin Nayak
Managing Director
& Partner, U.S. Leader,
Fashion & Luxury



Sebastian Boger
Managing Director
& Senior Partner,
Global Leader,
Fashion & Luxury



Christine Barton
Managing Director
& Senior Partner,
CEO Advisory
Regional Leader



Danielle Cerepnalkovic
Partner,
Fashion & Luxury



Morgan Doyle
Partner,
Fashion & Luxury



THANK YOU!