THE FORCES OF BEAUTY
TO INNOVATE, TO INSPIRE, TO PROSPER

THE 45 MOST POWERFUL BRANDS
THE HIGHEST-PAID CEOS
THE EVOLUTION OF AFROFUTURISM
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**STAYING POWER**

Despite — or maybe even because of — the extreme volatility of the times we live in, beauty is a category that has thrived during the last year. Euromonitor reported that 2021 global sales reached $530 billion, a 7 percent year-over-year increase. That rate is expected to continue through 2026.

What’s most interesting about Euromonitor’s data, though, is not how much beauty is growing — it’s why.

For a category that was once thought to be focused primarily on the external, the key drivers today are very different indeed: looking healthy, inner confidence, being comfortable in your own skin, embracing yourself. All were cited by consumers as the primary drivers of why they purchase beauty products across all categories.

With our health top of mind, our planet in peril, our political stability roiled by polarizing points of view, a war that rages on and an economy that seems to be changing on page 28, “The current resurgence of the afrofuturism aesthetic has given rise to hair in any way colonized or defined by those who don’t own it.” It is being manifested in how industry, one in which purpose matters as much as pretty. To compile the list, we analyzed a variety of data, from sales results to social media metrics, industry accolades to online rankings. What emerges is a group of companies that are pointing the way to tomorrow and driving relevance through a deep understanding of the sociocultural changes that are most impacting our lives. The full list starts on page 18.

The evolution of cultural influence on beauty can be seen clearly in how afrofuturism is impacting notions of Black beauty. As Tara Donaldson writes in “Afrofuturism Is Now” on page 28, “The current resurgence of the afrofuturism aesthetic has given rise to hair and makeup art that draws on African roots to reenvision, reclaim and reimagine the range of Black beauty. The vision is a more self-defined future — not one that has been in any way colonized or defined by those who don’t own it.” It is being manifested in how people choose to present themselves to the world, and the result has been an explosion of creativity that celebrates self-expression and individuality. And what could be more powerful (or beautiful) than that
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ON THE COVER:

From tools to topicals, products to aid in lymphatic drainage are gaining steam.
healthy, balanced skin begins with TULA™
How Amy Gordinier, founder and CEO of Skinfix, pioneered the clean clinical category in prestige beauty.

**BY JENNY B. FINE**

**FOR AMY GORDINIER,** the founder and chief executive officer of Skinfix, success is written in the stars.

Gordinier, who studied comparative religion at Princeton University, calls herself a curious spiritualist and is an avid amateur astrologer. She herself is a Gemini, the sign of curiosity, a trait that infuses both her personal and professional life, and her brand is a Leo.

It’s an auspicious match. “Gemini and Leo get along really well,” Gordinier said. “Gemini is an air sign and Leo is fire — air fuels fire.”

Indeed, since founding the brand in 2014 as an early pioneer in the conversation around skin barrier health, Skinfix has grown exponentially. Sales were said to be approaching $25 million in 2021, a number Gordinier declined to comment on. But she did note that its growth rate is trending triple digits for the year, and that Skinfix is expected to be a top 20 treatment brand at Sephora this year.

Recently, the entrepreneur sat down with Beauty Inc to talk about how she’s built the brand — and what inspires her to shoot for the stars.

**How did you discover Skinfix and what was it about it that appealed to you so much?**

Amy Gordinier: I worked in beauty for about 20 years and moved to Nova Scotia to have my children. I met a woman who had a healing balm her great-grandfather had created. What captivated me about the formula was it contained four OTC [over-the-counter] pharmaceutical grade actives at their active level. That caught my attention. Over the years, the family had collected hundreds of letters from people who had used it to treat serious skin issues. This idea that what was essentially a clean product was so effective at treating serious medical skin issues had not been done on a broader scale. It was really exciting. So I bought the name, a great product, a great story and powerful DNA.

**What was your next move?**

A.G.: I took it to one of the foremost contact dermatologists in Canada — they’re the ones who see the tough stuff. She loved the ingredients, but she said, I’ll never prescribe this because you have no clinical data. So we did a study in her office with 10 patients, and the results were so strong, she recommended we do a second study with 30 patients, where we put the balm head-to-head with a hydrocortisone cream. We were equivalent in every metric, and superior to it, in that over time, the balm improved the skin barrier function.

That was an aha moment — where I thought I actually might have something that the derm community would prescribe to patients.

That allowed us to make a strong clinical claim about treating eczema and improving skin barrier function. We were able to get a strong derm seal of approval, which is important when you’re going up against brands like Emlactin and CeraVe.

**Were you thinking of it as a beauty brand?**

A.G.: I am a Sephora shopper and worked at Jo Malone. I’m a prestige beauty queen. But at the time, I had an ointment to treat eczema and I don’t think prestige beauty was ready for a clean OTC hard-hitting eczema product. The world has changed and now it’s very exciting to have a clinically validated OTC product line at Sephora. We were way ahead of our time, operating in white space.

**What changed?**

A.G.: A couple of things happened. We spent five years working closely with derms and building out the line — first eczema, then rosacea, then keratosis pilaris. We did 33 clinical studies and got momentum in the derm community. We realized there was one common thread: skin barrier health. It was a combination of having a broader range of products and meeting clients at a place where they were looking for clean and clinically proven clean — it coalesced. It was timing — everything came together and we had the right product line at the moment.

**Was the evolution more organic or planned?**

A.G.: It was organic. It evolved from an idea of a
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What was Jo Malone’s advice to you when you struck out on your own?
A.G.: Jo is a total disruptor in the fragrance space. She saw the future, she was manically focused on it. She didn’t look at NPD data — she believed in her instinct and intuition and vision and followed the path. It was inspiring to watch. She taught me to stay true. If you believe you have an idea and you have conviction — stick with it. Don’t stray or get distracted by trends.

She’s also a huge supporter of women. She told me I had what it takes to be an entrepreneur, which is so formative and powerful. That gave me the chutzpah and belief that I can do it.

What unlocked success? Was there an inflection point in which the brand took off or was it a slow steady build?
A.G.: We launched very successfully with Sephora out of the gate. There was immediate interest in what we had to offer. But COVID-19 was an inflection point. We grew by 300 percent between 2020 and 2021. It was a combination of things: Because of COVID-19, we were all obsessed with the medical community and advice from physicians — that was helpful, because we’re not only endorsed and supported by the medical community but also have a lot of clinical studies and data. There was a big paradigm shift in consumer thinking [because] people wanted that validation, that clinical efficacy.

Hyram Yarbro was incredibly helpful. I met him in Hawaii right before COVID-19. I had discovered him on YouTube. I wanted to talk to him about how he is so successful on social and get to know him as a person. He started talking about the brand and put us in his 2021 video with two of our five moisturizers. The combination of consumers becoming increasingly interested in barrier health with supporters like Hyram gave us a huge boost.

What’s your assessment of prestige beauty overall and skin care in particular?
A.G.: It’s more important than ever to have a very strong point of view and a very strong point of difference. Consumers are savvy and selective and they want to really believe in a brand’s proposition. A brand has to have a strong positioning and voice to succeed.

Clinical is here to stay. Technology is progressing — there’s exciting news in barrier health and we’ll continue to move the needle.

I don’t know that we will ever go back to a world where it is enough to be clean. It is going to be increasingly important to deliver strong technology and real results.

What’s your product development process? What’s the market support this?
A.G.: Do believe that less is more. The way we are thinking about our product portfolio evolution is making renovations where it makes sense.

We have good products with strong reviews and strong loyalty and when we see an opportunity to elevate the technology, our strategy going forward will be to renovate an interesting stock keeping unit rather than introduce another.

How do you define your leadership style?
A.G.: It has evolved over the life of Skinfix. When you are a founder CEO, you aren’t hired for the role based on your path — you’re put into the role and you have to learn how to play both roles.

Being a founder comes with a lot of pressure and obligation. There’s so much riding on your role. In my case, and in many cases, you have all of your personal savings in the business, you have family invested in the business, now we have private equity investment. That’s a lot of pressure — on the founder, more so than a hired CEO.

It makes it sometimes challenging to keep your energy neutral and to remember that you’re a leader and that your energy permeates the entire organization and to remember how to lead in a more corporate context. Something I’ve been learning is how to manage my energy, to remember that I am the leader not the founder.

My ethos and strategy is to be a curious leader, to realize I don’t always have to have the answers. As the CEO and founder, you think sometimes you have to have the answers. That’s not the answer. My role is to get curious, ask a lot of questions so that we can collaborate and come up with the best ideas, the best solutions, the best path forward.

It’s so helpful to get curious. We talk about me as a curious innovator [and] taking the expertise of everyone and aggregating that.

For example, if I’m looking at acne, I’ll go deep. I’ll go onto Reddit and social communities of people with fungal acne and I’ll talk to derms and I’m just really curious — that’s the fun part. I’m the person who pulls everything together and comes up with an idea that I think solves the problem.

What’s your product development process?
A.G.: It starts in the derm community and understanding the needs and opportunities. Then we look in the ingredient space. I want to see the science and understand the efficacy. Then I talk to our chemist and in the social media space and in communities of people with skin issues to understand their pain points and the core of the issue and the symptoms. Then I write a brief for the chemist, which is pretty prescriptive — we want these ingredients at these levels. Then, it’s about texture [because] we need it to feel really fantastic. The best skin care product is the one you use. Then we put it into a panel of testers internally, and then into a derm-run clinical study — to make sure it delivers on its promise.

You originally launched in the mass market and then pivoted to Sephora. What did you learn from that?
A.G.: The importance of conviction and really believing in your brand and your product and your proposition. It took a lot of conviction to believe the pivot was going to work. We knew the time was right and that we had something that was very differentiated in a Sephora environment. It underscores the criticality of believing what you’re doing and launching something you believe has purpose and point of view and differentiation.
NEW
CLEAN FRESH
SKINCARE

up to 72 HOURS
of GLOWING HYDRATION
with HYALURONIC ACID
INSIDE-OUT

A rising crop of supplements look to encourage beauty from within.

BY NOOR LOBAD

Consumers are increasingly looking beyond topical fixes for their skin and hair health. Research from First and First Consulting found 9.8 million men in the U.S. said they take supplements for their skin, hair and nails, a 29 percent year-over-year increase. Consumers of all walks seem to be on the lookout for ingestibles that will enable them to up their self care routines, and more and more are drawing a connection between inner and outer well-being. No wonder brands once focused on topicals are starting to launch supplements, too. Here, the newest.

1. BOWE GROW POMEGRANATE MICROBIOME ELIXIR, $49. Dermatologist Dr. Whitney Bowe’s latest is designed to deliver healthier skin by nourishing the gut microbiome.

2. GOOPGLOW EVERYDAY GLOW MULTIVITAMIN, $60. This multipurpose supplement utilizes an antioxidant and vitamin blend to support healthy skin and hair.

3. OUAI THICK & FULL SUPPLEMENT, $42. For Ouai’s first supplement, the brand added pea sprout extract, biotin and a multivitamin complex to support hair health.

4. RITUAL SYNBIOTIC+, $50. Formulated with a prebiotic blend, this aims to support the growth of beneficial gut bacteria and thus boost immune system function.

5. MURAD YOUTH RENEWAL SUPPLEMENT, $55. This tablet-in-gel capsule harnesses vitamins A, E and omega-rich botanicals for its clinically backed skin-firming claim.

6. REBELLE HALO LUSTER MICRODOSING MIST, $35. Formulated with green tea extract, luxury cannabis brand Rebelle’s new microdosing mist contains one milligram of THC per spritz.

7. HERS GLOW SKIN HEALTH PROBIOTIC, $25. Part of Hers’ new Wellness Essentials line, this probiotic seeks to provide healthy skin, starting from the inside.

8. DOTE DREAM SUPPLEMENT, $54. CBD, melatonin and chamomile are among the ingredients that give Dote’s latest supplement its anxiety-reducing and improved sleep quality claims.

9. THE HONEY POT COMPANY YEAST BALANCE VAGINAL HEALTH DIETARY SUPPLEMENT, $25.99. Combining plant derived ingredients such as Pau d’Arco with 40 milligrams of calcium per tablet, this aims to maintain a healthy vaginal yeast balance.
Even with mask mandates lifting worldwide, maskne remains a thing of the present for many. In fact, demand for anti-acne skin care has never been higher. Per the NPD Group, skin care products with anti-acne benefits pulled in $298.1 million in 2021, up 16 percent from 2020 and 28 percent from 2019. More recently, in the first quarter of 2022, sales of anti-acne products increased by an additional 4 percent. Here, the latest launches looking to ride the wave of interest.

**SPOT REMOVERS**

The newest peels, patches and masks to tackle acne. by NOOR LOBAD

1. **DR.JART+ PORE.REMEDY 5% MULTI-ACID RADIANCE PEEL**, $40. Dr. Jart+ introduces a pore-clarifying liquid peel that utilizes an AHA, BHA and salicylic acid blend to remove dead skin for clear skin and a more radiant glow.

2. **SAND & SKY OIL CONTROL CLEARING FACE MASK**, $34.90. Promising to decrease inflammation and mattify skin, this taps Australian finger limes as a source of AHAs.

3. **DERMADOCTOR AIN'T MISBEHAVIN' MEDICATED ACNE CONTROL SERUM**, $48. Designed specifically to target adult acne, this serum’s tea tree oil and azelaic acid duo combat inflammation and discoloration.

4. **FACEGYM CHEAT MASK**, $75. Lactic acid, succinic acid and amber microalgae give this overnight mask its brightening benefits.

5. **BUBBLE COME CLEAN DETOXIFYING CLAY MASK**, $19. Mineral-rich montmorillonite clay, azelaic acid and vitamin E work together to gently exfoliate the skin while withdrawing impurities.

6. **RAINBOW CLEAR CLARIFYING ACNE PATCHES**, $10.99. These cloud-shaped acne patches are packed with benzoyl peroxide and salicylic acid to flatten, drain and soothe blemishes.

7. **FREE + TRUE BALANCED BEING BARRIER CREAM**, $58. Packed with fruit and plant extracts, this cream claims to restore moisture and strengthen your skin barrier while you sleep.

8. **USTAWI RED CLAY CLARIFYING MASK**, $55. Red and white clay work hand in hand to absorb excess oils and toxins in this formula, which is composed of 95.6 percent naturally derived ingredients.
WILL BEAUTY’S M&A’S BUBBLE BURST?

In the midst of economic volatility, the M&A pipeline is lighter than in previous years, experts said.

BY ALLISON COLLINS

THE MARKETS ARE MELTING DOWN, inflation is at record levels and the geopolitical climate is under pressure. Combine that with the ongoing pandemic, and beauty insiders are wondering if the stratospheric M&A scene is going to be grounded — at least in the near future.

More than two years into the pandemic, the economy is ratted, and the world's macro factors may be about to pierce beauty's M&A bubble. There were a flurry of completed transactions in the fourth quarter of 2021 and early 2022 — Procter & Gamble alone bought three companies. But looking ahead, several bankers have said their pipelines for the rest of the year are looking light.

Normally, the beauty market is fairly resistant to external chaos. Even at the high end, beauty products are considered affordable luxuries and historically, consumers are loath to give up their routines, instead cutting back in other areas. See, Leonard A. Lauder’s Lipstick (turned-moisturizer-turned-back-to-lipstick) Index, the mogul’s theory that beauty sales increase in tough economic times.

While that seems to be holding true — makeup sales are rebounding at Ulta Beauty, E.L.F. Beauty and other companies — there are signs that other areas of the industry’s ecosystem, namely M&A, may be in for a slowdown.

“The market is a little bit more challenging now than it was a year ago or six months ago, and that has to do with the general economic environment, the uncertainty being driven by inflation, interest rates, geopolitical events,” said Marko Horvat, director at Raymond James. He added that even against that backdrop, M&A continues to be a strategic focus for beauty’s big players.

“It’s M&A as a whole that tends to pull back when the macro environment is challenging.”

While the beauty M&A market is by no means closed — as of press time, Nest and Hero Cosmetics had been said to be in the market, and Byredo and Nutrafol had just inked major strategic deals with Puig and Unilever, respectively — it is slower than it’s been in the past several years, sources said.

“The pipeline is light,” said Nadia Pelaez, director at RBC Capital Markets Consumer & Retail Group.

“There’s only a handful of assets in the market right now that are sizable, certainly not the level of activity we saw last year.”

Since the beginning of this year, many of the deals out are companies looking for growth equity investments, or evaluating valuation potential, she said.

Part of the reason it’s slower now was the uptick in fourth-quarter deals, with transactions including L’Occitane’s acquisition of Sol de Janeiro, Edgewell’s purchase of Billie and L’Oréal’s purchase of Youth to the People.

“Even though it was busy, that doesn’t necessarily mean the next quarter can’t be busy. A lot of it is that uncertain economic environment, because right now financing markets are challenging, those deals that got done last year or carried over to the beginning of this year, the valuations have been inflated. And in light of this uncertain economic environment, people are just being a little bit hesitant to deploy capital,” Pelaez said.

Private equity firms are being “more selective” because of the environment, Pelaez said, but companies with good cash flow, profitability, growth and marketplace differentiation will still be able to garner a high multiple.

But, when private equity firms go to underwrite a deal as having the potential for a strategic exit, and the strategic buyers are trading lower because of market conditions, it may present a problem, said Threadstone LP managing director Ilya Seglin. “You go into your committee with actual real-time comps, and your real-time comps are not looking cute,” he said.

Today, strategic buyers are facing supply chain issues and raising prices, and "unless there’s a compelling or a transformative asset, it’s likely not the best time for them to transact,” Pelaez said.

One source noted that it is likely strategic buyers will continue to consider the occasional minority investment. If they are looking at outright acquisitions, it’s for capabilities, or businesses that add new channels, customers or product innovation capabilities, Horvat said.

“People are still willing to entertain conversations, and I think the valuation environment remains pretty strong,” Horvat said.

The unknown is expected to have a significant impact, too. While right now consumer beauty spending remains strong, continued inflation is a risk, experts said.

“Spend is going to shift away from bigger ticket items — going out to dinner and things like that — people aren’t going to be altering their skin care routines,” Horvat said.

“I’m not necessarily seeing a slowdown in beauty spending, but I am more cautious about holiday. I’m not sure if in the economic environment we’re in now it’s going to be a blowout Christmas. People are still buying their moisturizers and lipstick, and everyone’s ready for hot girl summer so makeup is on fire,” Seglin said. “Everyday spending on beauty is still OK, but who knows where the consumer is going to be, and people are cautious.”

That could cause sales to stagnate for some brands, which has an impact on beauty M&A, as strategic buyers tend to look to acquire growth, Seglin said.

“What do they usually buy? They buy growth. If there’s not enough growth in the core brands, how do you get growth, you go buy it. To the extent some of the targets slow down as well, what are you actually buying?” Seglin said.
The Science Behind Skin Care

Made in Italy skin care brand Bakel is pairing its advanced clean beauty with technology to make products future-ready.

Twelve years ago, when Bakel introduced clean beauty to the Italian market, chemist Dr. Raffaella Gregoris did so with the belief that skincare should make sense and the brand effectively translated her belief in the power of quality and craftsmanship to create sustainable, clean, science-backed and performance-driven skincare.

Lead by Gregoris’ personal dedication, the brand’s team of chemists has championed skincare that provides real, tangible results by using only the most high-quality clean ingredients. We translate raw materials and ingredients proven by scientific research-rich and carefully composed products to share with the world. And throughout the years Bakel has maintained its philosophy and dedication to products with proven efficacy and formulated serums composed entirely of active ingredients, with no unnecessary additions.

“It’s not marketing, it’s science,” Gregoris told WWD of the brand’s third-party tested claims, which include countless dermatology overviews. Here, Gregoris talks to WWD about why she started Bakel, ongoing research development and the importance of educating the consumer with transparency.

When I think about our launch, my first concern was about ingredients. I wanted to create something that was made entirely of active and clean ingredients. It seems like a very common way of thinking now, but at that time it was not something that was common. The way I approached things was disruptive. First, I wanted to eliminate all of the useless ingredients being put in products. From my point of view something that is useless as an ingredient is one that you insert into the formulation because you want to achieve something like having a nice texture or fragrance. And useless ingredients are also preservatives. For Bakel, each ingredient must be scientifically recognized as beneficial to your skin.

Second, I wanted to create a safe product, because there are a lot of ingredients that create problems when you consider allergies or irritations. In many cases, skincare contains many useless ingredients that are not able to process on the skin. It doesn’t make sense to include these ingredients.

And safety also means giving the final consumer a guarantee that Bakel is avoiding these kinds of ingredients. All of Bakel’s products are certified with clinical testing that looks at efficacy and demonstrates that the products really do what they say they will do for your skin.

WWD: Bakel has put transparency with the consumer at the forefront of its strategy, why is this so important?

R.G.: Efficacy, transparency, sustainability and safety are Bakel’s four paradigms. All of these together lead to a final result where we are able to produce an ethical product. And that’s not marketing, it’s science. Transparency is a big part of our philosophy. People buy skincare like they buy a dress and that’s not right, because skincare becomes part of us. You can’t buy skincare just because you like the packaging or because it smells good.

From the beginning, I wanted to educate the consumer to be independent in trying to understand what they are buying. On every single Bakel product box, we list each ingredient, explain what it does for your skin, where it is sourced and its expiration date. For me, the quality of what is in the product is the most important part of my job.

There are a lot of problems related to the composition of skincare. Brands’ advertising will say a product will reduce wrinkles by a percentage but it’s just marketing. Bakel has been able to use science for better results in how we use ingredients. It is very important to me that Bakel’s claims are recognized by the scientific community. For example, with Jalu-3D, we’ve been able to increase the collagen density by 32 percent.

Additionally, in terms of sustainability, Bakel has always been at the forefront in the formulation of clean cosmetic products and remains actively committed to safeguarding the health of the planet by taking concrete actions, such as reducing paper, limiting the use of plastic, gradually eliminating materials that are difficult to dispose of and replacing information leaflets with QR codes.

WWD: As clean beauty has continued to evolve; how does Bakel continue to stand out in the market?

R.G.: The fact that we are a clean and a signature beauty brand says a lot – we are truly advanced clean beauty. I also see my products in a different way on the market because, unlike traditional skincare lines, Bakel recognizes the mechanisms of the skin. Compared to other lines, we don’t sell separate day and night creams, instead, our cream takes care of every single specific mechanism of aging. The perfect cream for our consumers is the same during the day as it is at night.

It’s not easy, but we’re educating the consumer on different habits from what has been marketed to them for a long time. Bakel will never have a line for just men, there’s no sense in it, the products they need are the same.

THE FUTURE IS IN 3-D

Driven by a dedication to research and innovation, Bakel is pushing skin care into the next dimension with BAKEL® 3D-Technology.

Launching in the U.S., Jalu-3D was developed over seven years after discovering the possibility of 3D printing Hyaluronic Acid, an effective age-defying ingredient. The patch of pure active ingredients that serve to awaken the natural beauty of the skin has revolutionized the possibilities for fast-acting skin care.

“We wanted to create something that was that had even a higher efficacy,” said Dr. Raffaella Gregoris, founder of Bakel. “What we’ve achieved is incredible. It’s a new texture of the first 3D-printed cosmetic which consists of a very thin patch that dissolves in contact with the skin.”

Through the 3D-printing process, regular fibers with constant diameter of Hyaluronic Acid are produced in a clean room. The shape of the fibers obtained is similar to that of a ribbon, able to ensure a greater contact surface with the skin. Basically, the active ingredient is “caged” in a stable 3D structure composed of intertwined ribbons of pure Hyaluronic Acid which is instantly absorbed when in contact with wet skin, providing deep hydration, reducing wrinkles, and replenishing the complexion in just 10 days of treatment. This revolutionary technology makes it possible to provide the skin with the highest concentration of active ingredients possible so far in cosmetics.

Moreover, all of these results are proven by robust clinical studies. In a 90-day clinical study conducted by the University of Ferrara based on a sample of 30 women aged between 25 and 61 years old, two applications per day.

Jalu-3D is an eco-friendly skincare product, designed to reach the highest sustainability standards available. With its innovative and revolutionary 3D-technology, Bakel is bringing eco-sustainability full circle. Jalu-3D is Italian-made, advanced clean beauty, cruelty-free, vegan and made with 100 percent active principles. The patch is composed of micro-polymeres of active principle able to be completely absorbed in contact with wet skin, leaving a 100 percent biodegradable starch film as the only residue.

The box is made of recycled and completely recyclable paper. Additionally, it is designed to reach the highest sustainability standards available.
THE DRAIN GAME

Lymphatic drainage is booming as the detox generation looks for holistic ways to achieve peak health. BY JAYME CYK

A SEARCH ON TIKTOK FOR #lymphaticdrainage rings in at 218.4 million and counting posts. Even the influencer Tinx has utilized the popular terminology known for the removal of stagnant fluids, releasing toxins and boosting circulation. In Tinx’s case, on her TikTok account, she’s lying upside down with her legs flush up against the wall reciting the benefits of lymphatic drainage.

She’s not the only one singing the system’s praises. The methods practiced by lymphatic practitioners are meant to assist essential functions like sleep, digestion, detoxification, collagen production, anxiety relief and optimized mobility, which lead to aesthetic benefits like decreased water retention, a more sculpted silhouette, less visible cellulite and tighter skin.

Brands, too, are in on the benefits. In Fiore, Esker, Yina, Gilded and Legology, have tools and products to activate the lymph, while The Tox, a lymphatic drainage studio in L.A. is growing rapidly, with 20 locations planned by mid-2023.

No wonder. According to the Global Wellness Institute, traditional and complementary medicine — defined as diverse medical, health care, holistic and mentally or spiritually based systems, services and products that aren’t generally considered to be part of conventional medicine — was worth $432 billion in 2019.

Within the Trendalytics tracking system, searches for lymphatic drainage are up 19 percent to last year, which classifies it as a high-volume trend, with 12,300 average weekly searches.

“Within the beauty industry specifically, we’re seeing lymphatic drainage techniques used more for aesthetic purposes,” said Kristin Breakell, content strategist at Trendalytics. “It’s being used to reduce cellulite, fluid retention and puffiness and help with jawline shaping and antiaging.”

But there’s a lot of confusion around lymphatic drainage. Consumers can follow a slew of practitioners on social media and see before and after images of clients pre- and post-treatment with a flatter stomach or more defined limbs, indicating a quick fix mentality. While the client will feel lighter immediately, it’s the results overtime that are beneficial, experts say. “A lot of people have the wrong idea about lymphatic drainage,” said Rebecca Faria, the Los Angeles-based, Brazilian practitioner and founder of Detox by Rebecca.

“Clients think it will make them skinny when it will actually help your body get rid of toxins. You haven’t lost any fat. However, when your body’s healthier long term, your metabolism speeds up because you have less inflammation.”

Shirlei Silva, founder of Shila Beauty Center in Los Angeles who moved from her native Brazil two years ago, said her technique uses slow and gentle pressure, which is not usually what clients expect. “Clients tend to think that pressure equates to a better result. But pressure is not what you need for your immune and lymphatic systems. [Our method] is science-backed and respects the entire anatomy of the body, while increasing the volume of lymph flow by as much as 20 times.”

That said, giving the lymph extra love can make a huge impact on overall well-being. “The techniques we employ have been developed from traditions that have been around for millennia,” said Anna Zahn, founder of New York City-, Los Angeles- and London-based Ricari Studios.

“However, all things lymph are part of a larger wellness renaissance, specifically in Occidental cultures, where people are beginning to see the value of more traditional, gentle and holistic self care and beauty practices.”

The star of Ricari Studio’s treatments is the Italian-made Icoone device. Rollers deliver inward, outward, forward and backward rotations providing fractionated skin stimulation.

“Your lymph system is tied to every system in your body,” said Lisa Levitt Gainsley, certified lymphedema therapist, and author of “The Book of Lymph.” Levitt Gainsley’s method is all about encouraging consumers to work on themselves.

“My technique is light,” she said. “We are not pushing down into the muscle. You’re working on moving the lymph to increase circulation to remove waste and debris. It’s important that people can access this information, work on themselves for a minimal cost and spread the awareness.”

There are a variety of at-home options. For example, Esker’s Body Plane, a moon-shaped tool made out of sterling silver and teak wood, not only acts as an exfoliator, but is said to have lymphatic benefits that are just as effective as gua sha. Esker is in talks with an array of aestheticians and practitioners about implementing the Body Plane into spa services. “The Body Plane is our bestseller
by far,” said Shannon Davenport, founder of Esker Beauty. “As the momentum grows, people are starting to think of it as a practice.”

Similarly, De La Heart has fashioned a pinewood paddle-like tool to massage the body, releasing excess fluids and toxins, while Gilded has elevated the body brushing experience by designing a marble base. But when looking at lymphatic drainage practices, it’s important to pay homage to the age-old technique and consider the cultural significance. For example, gua sha.

Skin care brand Yina, which was created to demystify and elevate Chinese medicine, designed its oversized gua sha with bian, a micro-crystalline stone. “Gua sha was originally used on the body. So we created a bigger version that you can use for the face and body,” said Angela Chau Gray, licensed acupuncturist and cofounder of Yina.

Gua sha is “by far the most popular search term at the moment relating to lymphatic drainage,” Breakell noted. “Its recent rise in popularity can be attributed to TikTok and has more than 893 million views. Searches for it are up 141 percent to last year. It’s an extreme volume trend.”

Dr. Ervina Wu, licensed acupuncturist and cofounder of Yina, added, “The idea of lymphatics is quite new in Western medicine, but in Chinese medicine, we have Sanjiao, which regulates water, movement and waste management. It’s been documented in text for thousands of years.” Yina also utilizes herbs like horsetail and Buddha citrus. Their bestseller, Recovery Body Treatment, includes these ingredients to boost circulation and improve tissue laxity.

Topical skin care to activate the lymphatic system is less developed but poised to gain traction. Iräye, based in the U.K. has two products, Radiance Firming Serum, 85 pounds, and The Cream, 105 pounds, meant to activate the lymphatic system topically.

“Lymphatic vessels play an essential role for the maintenance of skin health and the prevention of skin aging, but they have been greatly overlooked by medicine and science,” said Dr. Michael Delmar, cofounder and chief scientific officer of Iräye. “We discovered that the skin’s lymphatic vessels become fewer with aging and UV damage and that the remaining vessels do not function properly anymore. That leads to dull skin that can become easily irritated.”

Iräye is formulated with a proprietary complex of five plant extracts, and the brand will add to its range with an eye cream, a rich cream and a body cream to support lymphatic function this year.

Legology also includes body care meant to help with waste management and fluid retention. “The lymph is integral to the brand,” said Kate Shapland, founder and creative director. “All the products have been formulated with what we call the lymphology complex, which includes ingredients like caffeine, lemon and butcher’s broom to promote lymph flow and drainage.”

This year, Shapland will launch a scrubbing mitt and a jelly-like cryotherapy cream. In terms of the future of lymphatic products, she believes we’ll see more in compression wear.

That is exactly the direction Zahn at Ricari Studios took with products. The lymphatic drainage studio created compression leggings and a camisole top to manually support lymphatic drainage and blood circulation as the body moves.

“Compression wear was originally designed to expedite the post-surgical healing process,” Zahn said. “It provides precisely defined pressure distribution on surface veins, arteries and muscles, enabling blood circulation to flow through narrower channels toward the heart. Increased blood flow and lymphatic circulation fend against varicose veins, blood clots, muscle fatigue, fluid retention and lymphedema.”

Meanwhile, Higher Dose’s Infrared Sauna Blanket might not fall into the category of self-massage or compression, but it is meant to help to activate the lymphatic system thanks to its infrared heat technology that gets sweat flowing and toxins moving. Higher Dose co-CEO and cofounder Lauren Berlengeri noted, “Fitness methods such as rebounding and foam rolling are growing in popularity, making it possible for people to experience effective lymphatic drainage at home.”

Ingestibles, too, are important within lymphatic drainage. Julie Elliott, founder of In Fiore, formulated her tincture, Lâche Lymphe, with phytochemist Kevin Spelman, blending dehydrating and circulatory enhancing herbs to support healthy lymph function. “We talk a lot about the lymphatic system through working on the body,” Elliott said. “I wanted a product that could work in tandem.”

“The fact that lymphatic drainage is so popular on TikTok right now and there’s a low discount level, are indicators that it will continue to impact the space,” Breakell said. “Plus there’s a lot of interest in self care and self-improvement.”
Movers and shakers from all aspects of the beauty industry gathered at the WWD Beauty CEO Summit.

By JENNY B. FINE

IF THERE WAS ONE big message at the 2022 WWD Beauty CEO Summit, held in Key Biscayne, Fla., on May 9 to 11, it’s that beauty is a vibe. Keynote speakers like Byredo’s Ben Gorham, Westman Atelier’s Gucci Westman and David Neville and superstar Pharrell Williams emphasized the human connections forged by the category’s most successful brands. “Beauty is a spiritual thing,” Williams said. “You can see someone who is textbook beautiful, but it’s what comes out of their mouths or the energy that they vibrate that tells you if they’re really beautiful.” Williams himself generated a lot of energy during his fireside chat — but he wasn’t the only one. The conference attracted a record number of attendees who were as engaged as the speakers. They came, they saw, they networked — and no doubt, deals were made. Little wonder with all the power in the room. As Williams said, “Energy’s a very real thing. That’s what karma is on a very basic level — cause and effect.”
DELIŃA
PARFUMS de MARLY
PARIS

parfums-de-marly.com
Beauty’s only constant is change, and the companies on the 2022 Beauty Inc Power Brands list are not only keeping pace with the times — they’re spearheading the industry’s evolution. To compile this list of 45 players — which are divided into Established, Originals and Emergents, Beauty Inc looked at a wide array of qualitative and quantitative data to determine the brands that are winning today. What’s most clear is that this year’s crop sees chance where others see challenges. They have embraced TikTok, entered the metaverse and mastered an omnichannel environment. Here, the brands that thrive because — not in spite — of beauty’s shapeshifting landscape.
The Bold Beautiful

Styled by Alex Badia
Makeup by Frank B. for The Wall Group
Hair by Kenna at Kennaland using May11
Latex dress by Moschino
Cap by Alejandra Alonso Rojas
CERAVE: DermTok’s darling shows no signs of slowing. The mass market skin care brand beloved by derms and consumers alike holds the top slot in the facial cleansing and facial moisturizer categories according to data from IRI. Its cleansers reached close to $250 million in sales, while moisturizers grew 40 percent in a category that overall posted growth of 25 percent. CeraVe is also the runner-up in the body care category. The brand’s digital dominance remains steady: CeraVe sees more than 2 million Google searches monthly, according to Spate, and on social media, its earned media value topped $4.3 million, according to Tribe Dynamics. As reported in 2020, that year’s revenues were expected to be around $600 million. Cleaning up, indeed.

CHANEL: One hundred years on and still going strong. This year, Chanel No.5, the original celebrity fragrance, marked its centenary in a big way. Its enduring popularity — the scent was voted the greatest fragrance of all time in Beauty Inc’s poll of industry insiders earlier this year — shows it has found the sweet spot between history and currency better than any other brand out there. Consumer spending remains strong; Euromonitor reports that Chanel is the biggest fragrance brand in beauty, while NPD said it’s the top total beauty business in the U.S. prestige market. At the same time, Chanel remains firmly focused on the future. The launch of the No.1 range, a clean and sustainably minded offering with skin care, makeup, and fragrance, resonated with shoppers.

CLINIQUE: Clinique has cemented its powerhouse status. In a year in which skin care dominated, the brand was the top skin care player in the prestige market in the U.S., according to NPD, and number two in makeup. That cross-category domination is leading to outstanding results: On a recent earnings call, execs from parent company The Estée Lauder Cos., said the brand was hitting double-digit growth, helping to drive gains overall for Lauder. Searches are high — about 1.5 million monthly, according to Spate — driven by a brand that never rests on its laurels. The brand is still breaking barriers, launching its first NFTs, a beauty industry first at the time, tying loyalty to the metaverse.

COVER GIRL: Cover Girl, once beleaguered, has become a true bright spot for Coty Inc., with chief executive officer Sue Nabi calling it “the most beloved makeup brand in America” on the company’s most recent earnings call. Now wonder. Consumer insights are responding well to the brand’s next-generation identity, which has encompassed everything from rekindling partnerships with past Cover Girls like Niki Taylor and Queen Latifah, to reformulating products to be a leader in mass market clean beauty. The strategy is working: Cover Girl owns the top spots in powder and blush and is third in mascara, according to IRI. It’s parlaying that popularity into new territory, introducing a range of skin care late last year.

DIOR: With classic fragrances like J’Adore and Sauvage (the top-selling fragrance globally), it’s a given that Dior is one of the biggest beauty players. It’s also one of the fastest growing. According to data from NPD, the brand is the second biggest share gainer in makeup and overall beauty, a result of a strategy that has fueled its hero products, while amping up its relevance with Generation Social Media. Its marketing strategy — including spokespeople Anya-Taylor Joy and Yara Shahidi — earned it a Genius ranking on the L2 Genius List for beauty in France while younger consumers are clamoring for its TikTok-viral Dior Glow Lip Oil, which is the brand’s bestseller on Sephora’s website, and its Kylie Jenner-endorsed Dior Backstage Rosy Glow Blush. The success is global: Euromonitor ranks Dior as the fifth biggest makeup brand and third biggest in fragrance, and the Dior Prestige skin care franchise took home two Marie Claire Prix awards this year.

DOVE: Beauty’s pioneer of purpose is doubling down on what it does best: using its considerable platform to effect meaningful change in the world. Riding high on the pandemic-induced cleansing craze (cleanseems comprises the largest piece of Unilever’s personal care business), the brand has been concentrating its efforts on everything from sustainability to social justice. When it comes to the former, it launched refillable aluminum packaging for body washes following the launch of its refillable deodorant last year, which won an Allure Best of Beauty award. In terms of the latter, Dove’s focus on body positivity continues (reinforced by its latest launch of body care products containing active levels of skin care based ingredients), while the CROWN Act, which protects employees from discrimination on the basis of race-based hairstyles, passed the House of Representatives. Next stop: the Senate.

E.L.F.: What a difference four years makes. Sales dip at E.l.f. are a thing of the past: the brand, an early arriver to the TikTok craze with a 4.4 billion-view campaign, supercharged its growth with a slew of collaborations both buzzy and unexpected. Its TikTok debuturing an E.l.f. x Chipotle eye shadow, themed around the food chain’s ingredients, garnered thousands of comments and nearly 100,000 likes. Meanwhile, content creator Mikaya Nogueira’s video for E.l.f.’s partnership with Dunkin’ Donuts gained more than 1.5 million views, and 231,000 likes. But it’s not all hype and no substance. E.l.f.’s mainstay hero products are also outperforming the market. CEO Tarang Amin called out Camo CC Cream during an earnings call as a top seller. According to IRI, it’s the second-largest brand in concealers, growing 45 percent — more than double the category’s overall growth. Brow sticks tell a similar story, E.l.f.’s Clear Brow and Lash Mascara is a perennial favorite, with more than 2,000 Walmart reviews averaging 4.5 out of 5 stars. Per IRI, the brand’s sales in the segment soared 33.3 percent, compared to the category’s overall 18.5 percent.

L’ORÉAL PARIS: The world’s largest beauty brand continues its cross-category domination. L’Oréal Paris hit the 6 billion euro mark in sales last year, according to its parent company’s financial results, and is a top seller across categories. Euromonitor reports it to be the world’s second-largest brand in both makeup and skin care, and the top in hair. IRI data shows it to have the top-selling lip glosses, which spiked triple digits, while its foundations outpaced the category’s growth, hitting 37 percent. In skin — where its Derm Intensives line has taken an ingredient-forward approach — it ranked second in facial antiaging.

LA MER: Talk about staying power. The ultra-luxe skin care O.G. has maintained its cult-status faction, even in the face of ever-increasing competition. On a recent earnings call, Estée Lauder Cos. CEO Fabrizio Freda credited the brand’s “standout results” — double-digit growth versus NPD Group, and Nars, one of the category’s original players was a key contributor, helped by enduring popularity of its Orgasm blush, which has spawned an entire category of products. The Shiseido-owned Nars is a top 10 player in the U.S. — and thanks to a savvy cross-platform social media strategy (it earned just shy of $280 million in EMV, according to Tribe Dynamics), it remains one of the top share gainer in the category, too. Still founder-led at
Stephanie Headley taking the both shampoo and conditioner, transaction reportedly valued at $2 billion. Since then, Paula’s Choice is more relevant among the Millennial and Gen Z consumers — it started putting skin care ingredients and innovation.”

PANTENE: When it comes to hair care, Pantene is cleaning up. Pantene Gold Series grew double-digits last year, while according to IRI, the brand is also leading big on purpose, inaugurating partnerships with Free the Bid and Dr. Joy Buolamwini to increase the representation of women in film and STEM careers.

PAULA’S CHOICE: At a time when transparent skin care and efficacy are top of mind for consumers, Paula’s Choice is more relevant than ever. That fact was solidified when the founder of the luxury prestige brand became part of the year’s biggest deals in beauty, with the Manhattan company being valued at $2.6 billion. Since then, Paula’s Choice continues to resonate with Millennial and Gen Z consumers — it reached an average search volume of 1.28 million on Google, search volume on Google searches average 1.5 million monthly, according to Spate; on social media, the brand is the top beauty brand ranked by EMV. And all of this with a super tight lineup consisting of just nine products (which are all among the top bestseller lists at Sephora and Ulta Beauty). As CEO Ju Hong told WWD, “We don’t want to just proliferate, we want our innovation.”

TATCHA: With a turnover of about $250 million, Tatcha’s business is significant. But that hasn’t stopped its new C-suite — comprised of three digital-savvy execs from Stockton and P&G, along with founder Vicky Tsai, from supercharging its strategy. The key to Tatcha’s success is the brand is the ninth largest prestige skin care brand in the U.S., per the NPD Group, and the top 10 by sales volume this year, according to Tribe Dynamics. (Fans are led by supermodel, actress, and Kim Kardashian.) Despite its size, the Unilever Prestige-owned brand isn’t afraid to take risks, when it launched a product on the livestreaming platform Newness. Nothing ventured, nothing gained.

TULA: Tula is the fastest-growing prestige skin care brand in the U.S., according to the NPD Group, and the top skin care brand on social media, according to data from Tribe Dynamics, with an earned media value of just shy of $100 million. No wonder P&G Beauty snapped it up in January as a cornerstone of its new C-suite strategy. Tula’s business is the brand is the second largest prestige skin care brand by EMV, having brought in nearly $70 million in the past year, according to Tribe Dynamics. (Fans are led by supermodel, actress, and Kim Kardashian.) Despite its size, the Unilever Prestige-owned brand isn’t afraid to take risks, when it launched a product on the livestreaming platform Newness. Nothing ventured, nothing gained.

Power Brands_1.indd   4

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AMILE COLÉ: One year since its founding, Ami Colé and its message of no-makeup makeup for melanin-rich skin—is quickly gaining steam. The brand, founded by Shippra N’Diaye-Mbaye, launched to much fanfare on its own website and with a capital launch at Sephora.虽然, it has galloped to success. It has become a bona fide hero of the brand, in part due to going against the grain (or at least blending the blend of accessible prices with efficacious formulas is expected to result in retail sales of $20 million this year and substantial growth online. On TikTok, Bubble has more than 3.5 million followers, with videos mentioning Uoma Beauty’s love affair with the brand’s K18 música amor of accessible prices. It has generated more than 10.8 billion views on TikTok for its K18HairFlip challenge, and its monthly 70,000 average searches on Google, said Spate. It is on track to reach between $112 million and $150 million in sales for 2022, up from $75 million last year. Not bad for a newcomer.

LIVE TINTED: Striking the balance between influence and purpose comes easily to Desiree Rogers and Cheryl Mayberry McKissack. What’s new: a reformulation of their beloved Iconic Lipstick and a wide range of vegan complexion products, designed by former creative director of makeup, Sam Fine. HBO Max acquired a Sephora-produced documentary on the brand’s relaunch, a first in garnering consumer engagement with entertainment. A pioneer in more ways than one.

FLORAL STREET: Marrying corporate know-how with entrepreneurial drive has served Floral Street founder Michelle Feeney well. The founder, a veteran of the Estée Lauder Cos., has brought the brand’s 360-degree view for clear fragrance to fruition, and it’s resonating with consumers. Its brand grew 257 percent in the U.S.—not even its home market. Overall sales are expected to reach $30 million by the end of 2022, and part of that growth comes from Feeney’s imperative to drive exposure. Floral Street’s discovery set is its top seller, and her mission to “scentscaperyourlife,” as she told WWD, has extended to home products.

**THE INKED LIST**

**Fresh on the heels of an infusion from Aria Group partners, the Inked List has earned sales and street cred in equal measure, thanks to partnerships with retailer Sephora and creator Hyram Yarbro on a new line. Although cofounders Colette Laxton and Mark Curry have their eyes on new geographies like Asia, business is still booming Stateside. The Clean at Sephora brand recently nabbed an Allure Best of Beauty award for its Retinol Anti-Aging Serum, and its posts each garner up to 6,000 people saving each one for reference. That engagement is reflected in performance: Industry sources estimate the brand’s $150 million in sales this year.

**K18**

Beauty’s love affair with biotechnology—and consumers’ with proprietary hair care—has catalyzed K18 into the $100 million sales realm in record time. The brand, which only sells one product and launched at the end of 2020, has generated more than 10.8 billion views on TikTok for its K18HairFlip challenge, and already acts a monthly 70,000 average searches on Google, said Spate. It is on track to reach between $112 million and $150 million in sales for 2022, up from $75 million last year. Not bad for a newcomer.

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Model: Natalie Ogg at The Society
Casting by Luis Campuzano
Produced by Jillian Sollazzo
Market editors: Emily Mercer and Thomas Waller
Fashion assistants: Kimberly Infante and Ari Stark
Dress by Moschino
Bottom row, from left: Debra Perelman, Tarang Amin, Rosalind Brewer. Middle row, from left: Nicolas Hieronimus, Bernard Arnault, Andrew Moldow, Alex Gorsky. Top row, from left: Alan Jope, Fabrizio Freda, Carsten Knobel, Sue Nabi, David Taylor.
As the market bounced back in 2021, so, for the most part, did beauty leaders’ salaries. In 2020, many took voluntary pay cuts out of solidarity, but 2021 saw their incomes return to more normal levels.

Coty Inc.’s Sue Nabi was beauty’s highest paid CEO by far, largely thanks to her stock-based compensation. The market rewarded her turnaround efforts at the beauty group, sending Coty’s share price soaring and earning her a massive $283.8 million in the year to June 30, 2021.

Second on the list, The Estée Lauder Cos.’ Fabrizio Freda saw his paycheck jump a massive 258 percent in the 12 months to June last year, the biggest gain. Most other increases were more modest.

Only five of beauty’s leaders took pay cuts, including Johnson & Johnson’s Alex Gorsky — who has regularly topped WWD’s list of beauty leaders’ salaries — although he was one of the exceptions in 2020, when he earned 16.5 percent more than in 2019.

Management changes for several of the players on the list meant that comparable information was not available. The information on this list was compiled using publicly available information from corporate filings for beauty’s leading players.
<table>
<thead>
<tr>
<th>Rank</th>
<th>Name</th>
<th>Company</th>
<th>Fiscal year ended</th>
<th>Change versus prior year</th>
<th>Net sales</th>
<th>Change versus prior year</th>
<th>Salary, Stock, &amp; Compensation</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Sue Nabi</td>
<td>Coty Inc.</td>
<td>June 30, 2021</td>
<td>+4.3%</td>
<td>$16.22 bln</td>
<td>+13%</td>
<td>$280,200,000 Total: $26,741,959</td>
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<td>2.</td>
<td>Fabrizio Freda</td>
<td>The Estée Lauder Cos. (also president)</td>
<td>June 30, 2021</td>
<td>+2.5%</td>
<td>$15.28 bln</td>
<td>+13%</td>
<td>$1,000,000 Total: $5,448,919</td>
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<td>3.</td>
<td>Rosalind Brewer</td>
<td>Walgreens Boots Alliance</td>
<td>Aug. 31, 2021</td>
<td>+13.5%</td>
<td>$32.28 bln</td>
<td>+9.2%</td>
<td>$1,900,000 Total: $3,079,074</td>
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<tr>
<td>4.</td>
<td>Alex Corsky</td>
<td>Johnson &amp; Johnson (also chairman)</td>
<td>Dec. 31, 2021</td>
<td>-43%</td>
<td>$38.19 bln</td>
<td>+4.9%</td>
<td>$1,595,573 Total: $22,800,000</td>
</tr>
<tr>
<td>5.</td>
<td>David Taylor</td>
<td>Procter &amp; Gamble Co. (also chairman and president)</td>
<td>June 30, 2021</td>
<td>+3.4%</td>
<td>$11,346 bln</td>
<td>+258%</td>
<td>$6,862,000 Total: $11,926,000</td>
</tr>
<tr>
<td>6.</td>
<td>Andrew M. Meslow</td>
<td>Bath &amp; Body Works</td>
<td>Jan. 29, 2022</td>
<td>-5.6%</td>
<td>$38.19 bln</td>
<td>+13.5%</td>
<td>$1,335,577 Total: $9,379,872</td>
</tr>
<tr>
<td>7.</td>
<td>Noel Wallace</td>
<td>Colgate-Palmolive Co. (also chairman and president)</td>
<td>Dec. 31, 2021</td>
<td>+7.6%</td>
<td>$23.74 bln</td>
<td>+25.4%</td>
<td>$1,000,000 Total: $7,929,234</td>
</tr>
<tr>
<td>8.</td>
<td>Martin Waters</td>
<td>Victoria's Secret &amp; Co.</td>
<td>Jan. 29, 2022</td>
<td>+7.1%</td>
<td>$38.19 bln</td>
<td>+41.9%</td>
<td>$1,000,000 Total: $7,929,234</td>
</tr>
<tr>
<td>9.</td>
<td>Nicolas Hieronymus</td>
<td>L'Oréal (as of May 1, 2021)</td>
<td>Dec. 31, 2021</td>
<td>+7.6%</td>
<td>$38.19 bln</td>
<td>+4.9%</td>
<td>$1,000,000 Total: $7,929,234</td>
</tr>
<tr>
<td>10.</td>
<td>Bernard Arnault</td>
<td>LVMH Moët Hennessy Louis Vuitton (also chairman)</td>
<td>June 30, 2021</td>
<td>+43.9%</td>
<td>$8.93 bln</td>
<td>+25.4%</td>
<td>$263,240 Total: $7,929,234</td>
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<tr>
<td>11.</td>
<td>Carsten Knöbel</td>
<td>Henkel (also chairman)</td>
<td>Dec. 31, 2021</td>
<td>-4.9%</td>
<td>$127,887</td>
<td>+258%</td>
<td>$1,000,000 Total: $7,929,234</td>
</tr>
<tr>
<td>12.</td>
<td>Rod R. Little</td>
<td>Edgewell Personal Care (also president)</td>
<td>Sept. 30, 2021</td>
<td>+25.4%</td>
<td>$2.09 bln</td>
<td>+7.1%</td>
<td>$1,000,000 Total: $7,929,234</td>
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<tr>
<td>13.</td>
<td>Linda Rendle</td>
<td>Clorox Co.</td>
<td>June 30, 2021</td>
<td>+2.5%</td>
<td>$1,864 bln</td>
<td>+9.2%</td>
<td>$1,000,000 Total: $7,929,234</td>
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<tr>
<td>14.</td>
<td>Vincent Warney</td>
<td>Beiersdorf (since May 1, 2021, also chairman)</td>
<td>Dec. 31, 2021</td>
<td>+43.9%</td>
<td>$8.93 bln</td>
<td>+25.4%</td>
<td>$1,000,000 Total: $7,929,234</td>
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<tr>
<td>15.</td>
<td>Debra Perelman</td>
<td>Reulon Inc. (also president)</td>
<td>Dec. 31, 2021</td>
<td>+4.9%</td>
<td>$127,887</td>
<td>+258%</td>
<td>$1,000,000 Total: $7,929,234</td>
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<tr>
<td>16.</td>
<td>Alan Jope</td>
<td>Uniliver plc</td>
<td>Dec. 31, 2021</td>
<td>+9.1%</td>
<td>$1,038 bln</td>
<td>+41.9%</td>
<td>$1,000,000 Total: $7,929,234</td>
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<tr>
<td>17.</td>
<td>Tarang Amin</td>
<td>E.L.F. Beauty (also chairman and president)</td>
<td>Dec. 31, 2021</td>
<td>+24.8%</td>
<td>$1,038 bln</td>
<td>+41.9%</td>
<td>$1,000,000 Total: $7,929,234</td>
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<tr>
<td>18.</td>
<td>Jérôme Lambert</td>
<td>Compagnie Financière Richemont</td>
<td>Dec. 31, 2021</td>
<td>+43%</td>
<td>$1,038 bln</td>
<td>+41.9%</td>
<td>$1,000,000 Total: $7,929,234</td>
</tr>
</tbody>
</table>
19. Ryan S. Napierski
Nu Skin Enterprises (also president)

Total: $4,731,970
Change versus prior year: +31%
Fiscal year ended: Dec. 31, 2021
Net sales: $2.7 billion, +4%
Base salary: $800,960
Stock and option awards: $3,271,518
Bonus and incentive pay: $548,758
Other compensation: $110,734

20. Axel Dumas
Hermès International

Total: 3,182,697 euros ($3,764,965)
Change versus prior year: -6.4%
Fiscal year ended: Dec. 31, 2021
Net sales: 8.98 billion euros ($10.62 billion), +40.6%
Base salary: 1,623,378 euros ($1,920,372)
Stock and option awards: N/A
Bonus and incentive pay: 1,559,319 euros ($1,844,593)
Other compensation: N/A

21. Masahiko Uotani
Shiseido Co. (also president)

Total: 378,000,000 yen ($3,444,336)
Change versus prior year: +5.9%
Fiscal year ended: Dec. 31, 2021
Net sales: 1.04 trillion yen, +12.4%
Base salary: 169,000,000 yen ($1,539,928)
Stock and option awards: 45,000,000 yen ($410,040)
Bonus and incentive pay: 164,000,000 yen ($1,494,368)
Other compensation: N/A

22. Kazutoshi Kobayashi
Kosé Corp. (also president)

Total: 327,000,000 yen ($2,979,624)
Change versus prior year: -47.7%
Fiscal year ended: March 31, 2021
Net sales: 24.9 billion yen ($2.05 billion), +0.4%
Base salary: 210,000,000 yen ($1,913,520)
Stock and option awards: $0
Bonus and incentive pay: 107,000,000 yen ($974,584)
Other compensation: 9,000,000 yen ($82,008)

23. Jonathan Myers
PZ Cussons

Total: 1,517,508 pounds ($2,087,178)
Change versus prior year: N/A
Fiscal year ended: May 31, 2021
Net sales: 603.3 million pounds ($829.8 million), +2.7%
Base salary: 575,000 pounds ($790,854)
Stock and option awards: 0 pounds
Bonus and incentive pay: 862,500 pounds ($1,186,282)
Other compensation: 80,008 pounds ($110,042)

24. Saugata Gupta
Marico Ltd. (also managing director)

Total: 140,297,138 rupees ($1,896,256)
Change versus prior year: +2%
Fiscal year ended: March 31, 2021
Net sales: 63.37 billion rupees ($856.5 million), +8.3%
Base salary: 96,875,531 rupees ($120,937)
Stock and option awards: N/A
Bonus and incentive pay: 40,582,401 rupees ($548,512)
Other compensation: 2,839,206 rupees ($38,374)

25. Yoshihiro Hasebe
Kao Corp. (also president)

Total: 139,000,000 yen ($1,266,568)
Change versus prior year: N/A
Fiscal year ended: Dec. 31, 2021
Net sales: 1.42 trillion yen ($18.37 billion), +2.7%
Base salary: 82,000,000 yen ($747,184)
Stock and option awards: 0 yen
Bonus and incentive pay: 22,000,000 yen ($200,464)
Other compensation: 0 yen

26. Jean Madar
Interparfums Inc. (also chairman)

Total: $1,230,000
Change versus prior year: Flat
Fiscal year ended: Dec. 31, 2021
Net sales: $879.5 million, +63.2%
Base salary: $1,230,000
Stock and option awards: $0
Bonus and incentive pay: $0
Other compensation: $0

27. N.H. Bhansali
Emami Ltd. (also chief financial officer)

Total: 25,434,614 rupees ($343,774)
Change versus prior year: +4.1%
Fiscal year ended: March 31, 2021
Net sales: 25.82 billion rupees ($349 million), +8%
Base salary: N/A
Stock and option awards: N/A
Bonus and incentive pay: N/A
Other compensation: N/A
Afrofuturism is now

What the resurgence of the afrofuturism aesthetic means for the future of the beauty industry.

BY TARA DONALDSON | PHOTOGRAPHS BY MELODY TIMOTHEE

Black hair is reaching new heights — both literally and figuratively.

Whether wire-wrapped braids bent into striking shapes or locks twisted into towering crowns, the current resurgence of the afrofuturism aesthetic has given rise to hair and makeup art that draws on African roots to reenvision, reclaim and reimagine the range of Black beauty. The vision is a more self-defined future — not one that has been in any way colonized or defined by those who don’t own it.

Afrofuturism may have as many definitions as it does manifestations, but if you ask Anita Asante, who leads global strategic partnerships development for the Afropunk festival, where the aesthetic has been playing out for at least the last five or more years, “it’s actually a reimagining of Blackness.” As she notes, “If afrofuturism is a movement, Afropunk is its playground.”

“We’re seeing it a lot in, whether it’s music videos, the way that people are doing their makeup and the shapes and the lines....I remember Grace Jones rocking the flat hair and the sharp lines of her makeup, so it’s really interesting how it’s sort of coming back,” Asante said, queuing up a return of the IRL festival that took place in Miami in May.

“You’re seeing it in a new way of artists all the way down from Bree Runway, even Chloe Bailey recently and all of her hair. It’s definitely a reimagining of the past, but then also it’s taking note of the future and seeing how we can kind of marry up both and create something that will work in this present day.”

Afrofuturism has long been linked with science fiction. But to start from the beginning with this term many are still Googling, would be to go back to a 1994 article by American author Mark Dery (titled, “Black to the Future”) where the term itself first emerged. In the piece, Dery explored, through interviews with Black science fiction writers Samuel R. Delany, Greg Tate and Tricia Rose, how African American lives are enhanced through engagement with technology.

“In a literary sense, that’s like the tropes of science fiction which are space travel, engaging with technology, androids, cyborgs, things like that, but from a Black protagonist point of view,” said afrofuturist scholar Warrick Moses, Ph.D., a professor in Syracuse University’s Department of Art and Music Histories. Essentially, he said, themes of dislocation and dispossession, of a post-apocalyptic world, have really been a reality for Black people in America, with the Middle Passage being the sort of Armageddon necessary to rebuild from. “This idea of African Americans themselves being alien, African Americans living in a condition of alienation in America, for example, has also contributed to these ideas of transcendence and that manifests in ideas of escape.”

For those who don’t linger in sci-fi sections but have seen “Black Panther,” the essence of afrofuturism plays out there as well, where Wakanda is the futuristic kingdom Black people have been able to redefine. And Camille Friend, Hollywood hairstylist and head of the hair
department for the film (both the first from 2018 and the sequel expected to be released in November) that was at once a celebration of Black culture and, at least in part, a catalyst to the current afrofuturism resurgence, drew on the past to create the film’s future-facing hairdos.

“When we were doing research, not only just the tribal looks, but when you get into music and you look at Labelle, when you look at Parliament, when you look at Bootsy [Collins], all those people were creating an alternate universe through their music. People had a porthole to go into something different, so to me it’s been going on for a long time,” she said. “Truly, what [afrofuturism] is to me is embracing our culture as Black people but in a futuristic — even in your own creative way.

“We are in a movement and people just want to be able to create and be free. And I think that’s what afrofuturism is.”

So if the term has been around since the ’90s and its manifestation was present even before then, why the resurgence now?

“It’s a response, right?” Moses said. “Afrofuturism, Black science fiction, has always been a response to whiteness, ostensibly. And part of this idea of an afrofuturist imagination is simply imagining that Black people exist in the future. There would be a resurgence or a prioritization of afrofuturism given as responses to social and historical oppressions of Black people.”

It’s a response to the times: to the country’s racial reckoning, to a had-it-up-to-here-with-exclusion sentiment, to the natural hair movement.

“In the same way that Blackness has been a real central topic for the last couple of years, people are really taking a look inward and focusing on what is it that is driving that interest in the afrofuturism space,” Asante said. “I think that we all like to reimagine Blackness to some degree and afrofuturism encapsulates and centralizes everything, so it’s like you are able to show up and show out...unapologetically...You’re able to be your true self and really show up how you want to show up in any which way that you want to.”

What’s more, as Catherine E. McKinley, author of “The African Lookbook: A Visual History of 100 Years of African Women,” says, “Embracing Black beauty is not a small part of a process of decolonization.”

“I think we’re in one of the deepest moments of decolonization, I don’t think we even really talked about decolonization in America so much as it was Civil Rights, it was Black Power and these other kinds of iterations that are all the same but we didn’t really use that term decolonization. Now, since the pandemic, people are absolutely fed up and know that we can’t rely on institutions or any of the things that we thought we could and so I think people are just divesting...I feel like that’s really at the heart of it. People are willing to take more risks, they’re reclaiming more pieces of themselves,” she said.

Afrofuturism, in McKinley’s eyes is, “taking what’s real — our present — and bending it, moving it to extreme locations; the future, space, the realm of the occult — in order to understand it and reckon with it, but to also put distance on it. To stand at a distance so that it makes it strange and newly beautiful.” It’s quite literally what happens with the hairstyles, too.

“It’s a lens on what’s most discomfiting and most loved. It’s a way back to the Indigenous. The African,” she continued. “[It’s] reaching back into the past — a colonial past and (to a lesser extent because we know less) pre-colonial past — and taking from it the strands of indigeneity, and the cosmopolitanism and modernism born out of frictions and even violent encounters.”

So what does that look like when it comes to hair and beauty?

“For me, it always goes back to texture, it’s color, it’s shape, it’s the elements that you add to it. Are you adding a metal, are you adding a wood, what are you adding to it to get to that?” Friend said. “I always like very asymmetrical or off shapes, but it’s about those things, where it’s going here [gestures from side to side] or how are we elongating it here
gaps and fill spaces and address a lack. It’s hard to think about, OK now everything is on an even playing field. Let’s just go crazy. What is fun? What is interesting? What is new?

“In order to be in that space, where you think of things in a futuristic way, in a science fiction way and what does that look like creatively, you have to get out of the space of lack and move forward as if there’s parity,” she said.

Because Black women are no longer solely being sold a process of chemical relaxation to “manage” their hair because, as Price said, “it was what was perceived to be aspirational, it was how she was going to get the job, it was how she was going to get the job, it was how she was going to get the job.”

“Don’t strip it down. Don’t water it down from what it’s meant to be and regardless, it’s still super beautiful and it’s something that needs and deserves to be celebrated and put on a higher platform,” she said.

“Some of these are styles Black people were teased for or sent home from school for and belittled for, so it’s a movement to be celebrated. It should be celebrated for those whose history it speaks to, those who are innovating the past to remix the future — not because Kim [Kardashian] decides it’s a look she wants to co-opt.”

With an existing tendency toward cultural appropriation and a corporate tendency toward drawing the life from something once it becomes mainstream, to the beauty industry when it comes to its embrace of afrofuturism, Asante has a word of warning: “Don’t strip it down. Don’t water it down from what it’s meant to be and how it’s meant to be shown. When things start to get mainstream, they get diluted and what it started out to be is not what it ends up becoming, and it creates its own life-form and it has its own different commonalities.”

It’s about brands and those outside of the community striking a balance between sensitivity and celebration, according to McKinley.

“People need to express those ideas through fashion and appearance and self-love and the ability to celebrate, it’s good for everybody, it’s good for the culture,” she said. “At the same time, the people that are appropriating need to be aware because it’s almost like there’s a new level of access, people are expressing more and putting more out there and taking more risks, and it is not an invitation to be appropriators.”

The afrofuturism resurgence — which may see even more fuel added to its fire when, as Friend puts it, an “expansion” on the aesthetic plays out in “Black Panther: Wakanda Forever” — isn’t going anywhere.

“The way that I see afrofuturism is that it’s really going to be shaping the next iterations of what beauty and what fashion looks like,” Asante said. “We’re already seeing it. Whether it’s music artists or top beauty influencers, we’re really seeing it in how they show up in their work and how they are just from fashion weeks and that type of thing. You’re seeing it come to life, so I think afrofuturism is definitely here to stay. We’re going to see a lot more of it in the future, pun intended.”
Reuben Carranza balances out his professional life with the mastery of multiple instruments and the occasional mariachi gig.

BY JAMES MANSO

THE BEAUTY BUSINESS is an instrument Reuben Carranza plays by ear.

The veteran executive, who spent 23 years at Procter & Gamble before leaving to helm brands including R+Co, Olaplex and, most recently, Kate Somerville, is joining Bansk-acquired Amika and helps balance that creative part of my life from the day-to-day business part. I'm not a hairdresser doing hair, I'm not a makeup artist and I'm not an aesthetician,” he continued. “My creativity comes out in a different way.”

As it happens, musicality runs in the family. Carranza’s exposure to the craft started young.

“My dad was a musician, but he wasn’t classically trained. He learned by ear. He played guitar, and we grew up with music around us all the time,” he said, of his childhood in Arizona. “Every weekend, there was some family event, and in those events, my dad would play and sing. Music was just a part of our family life, a part of my growing up.”

Carranza didn’t just listen. He also learned to play. Around the age of five, he and his brother learned guitar, and a few years later, joined a youth mariachi group his father founded. “There were interested kids in the neighborhood, and we had a music coach doing the training,” he said.

That passion continued into school — and wasn’t limited to just one instrument. “I joined band and played the trumpet, and I played the guitar in the youth mariachi band. Then, I picked up the violin because I loved it. I learned the violin by ear and joined the symphony. When I was in junior high, the first international mariachi competition happened in San Antonio, Texas. We won first prize for the youth category,” Carranza said.

Music is a passion that’s followed him throughout his career. Carranza paid for college by performing in a professional mariachi group, when he joined the music union as a paid musician.

Today, the executive still performs on a quarterly basis in L.A. and practices often. “I play one of my instruments at least two or three times during the week, it’s typically that I’m practicing, or learning by ear, or trying to pick up other genres,” he said. Lately, he’s been working on his violin skills, noting, “I’m trying to learn more on the symphony side. The guitar, I do quite a bit, and I gig with local mariachis.”

Carranza’s musical influences are wide-ranging, from Barbra Streisand and Amy Winehouse to Mexican vocalist Luis Miguel. “Rihanna is also on my playlist,” he said. “It’s a really eclectic mix of genres, but it’s all centered around vocalists.”

With as many instruments as he plays, Carranza is still broadening his musical horizons. “I’m a singer, and I have grand aspirations to learn the piano. That will happen at some point,” he said.

As he prepares for his new role leading Amika and Eva NYC, brands that are said to have a combined sales volume of $150 million this year, it’s his skills as a musician he’s relying on. “When I became an executive, I learned how to very quickly hit the ground running because I knew how to take command of a room,” he said. “I had to do that as a musician. It’s had an influence of that nature, both on the professional side and on the creative side.”

Photograph by TREVOR SMITH
30 Years of Research Led to One Thing: Results

Backed by three decades of research and innovation by a world-leading stem cell scientist and expert in regenerative medicine. Award-winning skincare to hydrate and renew your skin while reducing the appearance of fine lines, wrinkles, redness, and hyperpigmentation. Powered by patented TFC8® technology - this is groundbreaking science for healthier skin. Welcome to the future of beauty.
PRO-V NUTRIENTS PENETRATE TO THE CORE
to strengthen and build new hair bonds leaving hair ready for more heat, more color & more of everything it takes to look as great as you feel.