



# Portfolio

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**Luxury Fashion Buying & Merchandising**

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**Extracts from merchandising analyses I personally conducted in academic and professional environments.**

*No sensitive or confidential company data has been disclosed.*

*All insights presented are drawn from my personal professional experience, academic projects or personal researches.*

*Specific company analysis are results of personal researches and are not drawn from professional engagement with them.*



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# Luxury Market Trends

## MARKET CONTEXT

- **Slow recovery** after a nearly flat 2025 (Bain & Co, 2026)
- **USA leads growth**, China slowly recovering
- **Mid-tier customers being cautious** due to constrained disposable income

## KEY TRENDS 2026

- Focus on **craftsmanship, perceived value and sustainability** (McKinsey, 2026)
- **Growth in Experiential & Personalization** in Clienteling

## STRATEGIC IMPLICATIONS

- Increasing **pressure on margins , production and inventory costs**
- Need for curated, intentional and desirable assortment

**In a market characterized by low growth, high complexity and cost pressure, optimized assortments and detailed analyses are a competitive advantage.**

# Translating Creative Vision into Store Assortment

## OBJECTIVE

Translate **collection identity and vision** into commercially viable assortments, enabling in-store creation of **strong brand silhouettes**.

## APPROACH

- 1 Develop assortment with **key looks** from show and design team, to authentically represent collection.
- 2 Create **secondary head-to-toe stories**, to drive **silhouette adoption** and **cross-selling**.
- 3 Strategically balance
  - **Tailoring** – Structured, elevated
  - **Casual** – Relaxed, lifestyle
  - **Capsule** – Commercial, aspirational

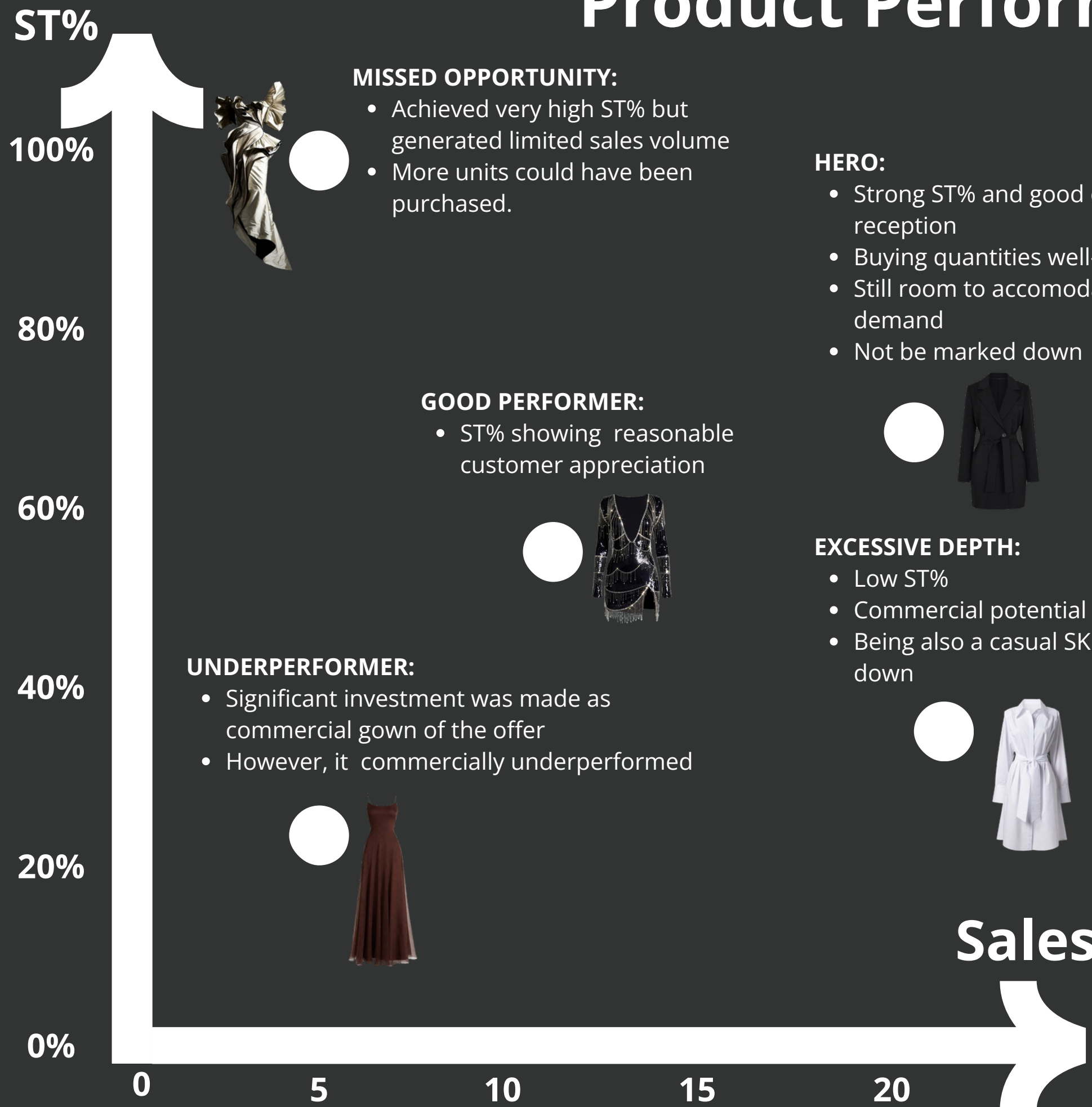
## RESULTS

- **Strong in-store visual coherence**
- **Full-look sales in stores**

## KPI

**Top/Bottom Ratio**  
metric to measure how effectively full silhouettes are sold.






# Product Performance Matrix



## Performing a Data-driven category analysis

- Created scatter plot analysis mapping **Units Sold vs Sell-Through%** by category of a seasonal offer
- Visually identifying **Hero products, opportunities and underperformers**
- Supported strategic decisions for future buying

# Product Performance Matrix

	SALES QTIES	BUYS QTIES	ST% QTIES	SALES QTIES MIX WITHIN CATEGORY
	5	24	21%	8%
	5	5	100%	8%
	11	19	58%	18%
	21	70	30%	34%
	20	31	65%	32%
<b>TOTAL</b>	62	149	42%	100%

- Gown offer delivered moderate sell-through of 34%, with 10 units sold out of 29 bought. While sales mix is balanced, ST% is highly polarized.
- Black dress with chain fringes well received by customers.
- Hero product and white chemisier are driving the business, accounting for 66% of qties mix.
- However, the white chemisier drags down the ST% of the category, landing to an overall result of 42%.

# Collection Efficiency Analysis & Effects on Cost Structures

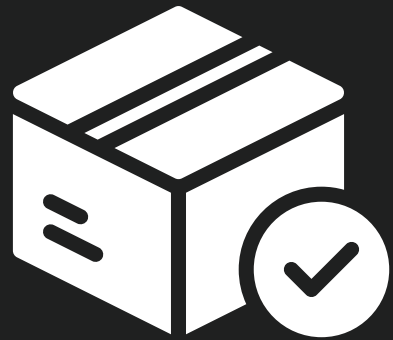
In-depth analysis for assortment rationalization



## OBJECTIVE OF THE ANALYSIS



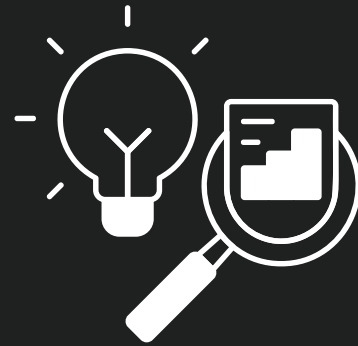
Reduce customer confusion



Optimize stock levels and inventory costs



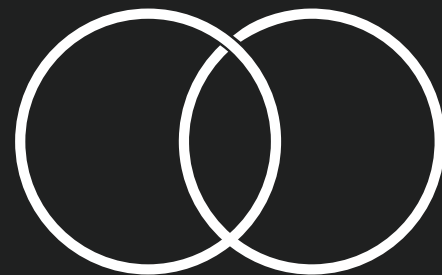
Rationalize production costs



## ACTIONS CARRIED OUT



Map collection by category (models, color variants)



Identification of overlaps across products



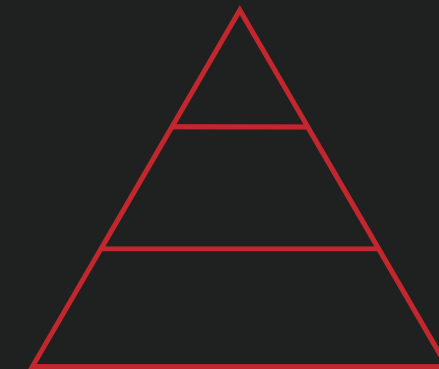
Perform 80/20 Pareto analysis by category

**RESULTS**

## PROPOSED REDUCTION OF SKUs TO:



More curated, intentional, desirable assortment



Optimized assortment (hero + permanents + seasonal)



Potential reduction in stock levels and production costs

# Collection Efficiency Analysis & Effects on Cost Structures - Example



Popeline shirt



Denim shirt



Linen shirt



Silk shirt



Popeline shirt



Cotton Stretch shirt



Cotton Stretch shirt

		NET SALES	MIX €
Popeline shirt	white	€ 18,000	27%
Denim shirt	light wash	€ 15,750	24%
Linen shirt	pink	€ 10,500	16%
Silk Shirt	black	€ 8,250	13%
Popeline shirt	light green	€ 6,000	9%
Cotton stretch shirt	light blue	€ 5,250	8%
Cotton stretch shirt	white	€ 2,250	3%
<b>TOTAL</b>		<b>€ 66,000</b>	<b>100%</b>

- 4 out of 7 SKUs account for 80% of the total net sales in the category.
- Within lower-performing segment, white Cotton Stretch shirt is a **potential** overlap with the best-selling white Popeline shirt.
- Its elimination could allow for optimized and more efficient assortment without significantly compromising sales potential (3% mix Net sales)

# Collection Efficiency Analysis & Effects on Cost Structures - Example

		Net Sales	Mix Net Sales	Selling Price	Qties	Mark up	Production Cost per Unit	Production Cost	Impact on Total Production Cost
Popeline shirt	white	€ 18,000	27%	€ 300	60	2.0	€ 150	€ 9,000	28%
Denim shirt	light wash	€ 15,750	24%	€ 450	35	2.3	€ 200	€ 7,000	21%
Linen shirt	pink	€ 10,500	16%	€ 350	30	1.9	€ 180	€ 5,400	17%
Silk Shirt	black	€ 8,250	13%	€ 550	15	2.2	€ 250	€ 3,750	11%
Popeline shirt	light green	€ 6,000	9%	€ 300	20	2.0	€ 150	€ 3,000	9%
Cotton stretch shirt	light blue	€ 5,250	8%	€ 150	35	1.7	€ 90	€ 3,150	10%
Cotton stretch shirt	white	€ 2,250	3%	€ 150	15	1.7	€ 90	€ 1,350	4%
<b>TOTAL</b>		<b>€ 66,000</b>	<b>100%</b>		<b>210</b>			<b>€ 32,650</b>	<b>100%</b>

- Eliminating the White Cotton Stretch Shirt would reduce total production costs by approximately 4%, only sacrificing 3% of net sales.
- White Cotton Stretch Shirt shows overlap with best-selling Popeline Shirt in white, creating potential cannibalization.
- Same logic could be applied to the Cotton Stretch Light Blue (8% of net sales vs 10% of production costs). However, we should be more cautious, as basic colour Light Blue is currently available only in the Cotton Stretch line.



*Quoique vous fassiez, faites-le avec passion.  
Vivez avec passion.*

*Christian Dior*