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AGENDA

This report focuses on insights and our approach moving forward, In the current time, we would be remised if broader global trends that are rattling our world are not touched. Foreseeing this we are opting for the "Design to Delivery" methodology. To quickly contextualize "Design to Delivery" I like to describe it as a process where the manufacturer takes charge of product making till ready for the production stage. It is a technique to bring business and technology partners together, research, uncover, and create solutions for real user needs. We believe this study will help to Predict & Create futuristic Workwear.





HIGHLIGHTS:

The result of months of research from both primary and secondary sources, the forecast is developed to equip the industry peers with insights and strategic thinking. From emerging trends to macro ideas and long-term commercial shifts, the forecast delivers creative insights to prompt new and exciting product developments across concept, shape, color, design details, materials, and graphics.

Consumers become aware of their overconsumption, and budgets are hit by "economically turbulent times," demand for quiet and understated clothing grows. Consumers are smart and conscious; they want to know about the usage of materials and how transparent the manufacturers are. They seek authenticity in every aspect of life and look within, around, and beyond, leading to the emphasis on performance, synthetic fabrics, comfort, and ecofriendly fabrics.

New-age futurism pushes the limit with biosynthetic, smart textiles, and wearable technology. Waterproof, cooling, anti-UV, and antibacterial coatings are now general standards with lightweight, sustainable, multipurpose clothing.



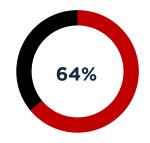
SHIFTS AND BEHAVIORS OF CUSTOMER AND END CONSUMER:

How do you win customer experience in 2025?

Looking at the estimated data for 2025, there are a few key areas to focus on to keep customers happy and continue the long-term partnerships in what's set to be a challenging economic environment.

COLLABORATIONS AND NEW OPPORTUNITIES:

- Collaboration across teams and sites, and sharing knowledge, will help companies remain agile and competitive.
- Patents and correct skill set of marketing, road shows will tend to achieve greater margins
- Organizations will spend more money on technology as they move forward on their digitalization journey, they will seek ways to encourage a collaborative work environment
- Retailers and Consumers believe in limiting the impact of climate change and started implementing initiatives like social-responsibility audits and suppliers' factories
- 86% of consumers are more likely to support a product that comes in sustainable packaging
- Additionally, 57% say that they've put more effort into choosing sustainable products



Of respondents said sustainable packaging is a factor in their product selection process.





Data source: McKinsey's



FINDING HUMAN CONNECTIONS TO WIN HEARTS, MINDS, AND LOYALTY.

Genuine human connection has more impact on customer spending and loyalty than operational efficiency.

Getting closer to customers to differentiate and win in a down market. History has shown that in tough times, innovation pays off. The companies that win over the next 12 months will be those who innovate based on a deep understanding of customers' ever-changing needs, rather than simply batten down the hatches and wait for the storm to pass.

AI-POWERED PERSONALIZATION - A-MUST-HAVE!

In 2025, AI will fundamentally redefine how retailers understand consumer behavior, optimize operations, and improve engagement. Forward-thinking companies are moving beyond basic recommendation engines and embracing AI-driven personalization strategies that customize interactions at every stage of the customer journey.

- Hyper-Personalized Shopping Experiences Dynamic Pricing &
 Offer Customization: Retail giants like Amazon and Walmart
 adjust prices dynamically based on customer data, competitor
 pricing, and demand forecasts. Al-powered pricing engines
 ensure that customers receive the right offer at the right time,
 increasing conversion rates.
- Predictive Analytics for Inventory & Demand Forecasting:
 Retailers that leverage Al-powered predictive analytics can reduce overstock, prevent stockouts, and optimize supply chain efficiency. Companies that adopt Al-driven demand forecasting are reducing inventory costs by up to 30%.
 Retailers like Target and Home Depot use Al to analyze sales trends, customer preferences, and external factors (e.g., weather, economic conditions) to predict demand more accurately, ensuring optimal inventory levels and minimizing lost revenue from out-of-stock items.



RETAIL TREND FORECASTING - 2025:

1. Technology

AR & VR Transforming the Shopping Experience: Augmented Reality (AR) and Virtual Reality (VR) are at the forefront in 2025. AR-powered try-on solutions are solving this issue, allowing consumers to virtually see how products will look or fit before making a purchase. According to Shopify, e-commerce retailers implementing AR-based product previews have seen conversion rates increase by up to 94%.

Transparency & Ethical Sourcing Powered by Blockchain: Consumers increasingly demand to know where their products come from, who made them, and whether ethical labor practices were followed. Blockchain technology is emerging as a solution, allowing retailers to provide tamper-proof traceability across supply chains. These systems not only enhance consumer trust but also help brands comply with emerging regulations, such as the EU's new supply chain due diligent laws, which require companies to prove ethical sourcing.



Lee introduced clothing vending machines in Thailand. This concept could benefit healthcare by providing 24/7 access to clean, sizeappropriate scrubs, improving hygiene, efficiency, and convenience for medical staff during emergencies or shift changes.



Image source: Bangkok Post



2. Sustainability:

Rise of Sustainability and a shift towards Circular Practices: Sustainable and ethical retail practices are rapidly becoming a competitive necessity, influencing customer preferences, investor confidence, and regulatory compliance. The traditional "take-make-waste" retail model is being replaced with a circular approach, where products are designed for longevity, reuse, and recyclability. Resale, rental, and refurbished goods markets are growing exponentially, driven by consumer preference for more sustainable options.



Green Logistics & Carbon-Neutral Delivery: The push for net-zero emissions is forcing retailers to rethink logistics. This transition is not just about corporate responsibility, it is also about cost efficiency, as streamlined logistics and sustainable packaging often lead to reduced expenses in the long term. Sustainability is no longer just a corporate social responsibility initiative, it's a business imperative



Midas Clothing acquired STeP

3. Cultural Currency:

Grow Cultural Currency: Consumers are
gravitating towards culture, media and
entertainment for anchors of certainty and community amid global upheaval.
Crafting a cultural calendar to plan retail activations, merchandising deals and feeding the fandom touchpoints. Track major events within the K-wave (Korean Fashion), gaming and esports, anime and comics.

BASED ON THE FACTORS INFLUENCING RETAIL TREND FORECASTING IN 2025, WE CAN PREDICT THE FOLLOWING CLOTHING TRENDS:

- 1. Sustainable Fashion: Sustainability will be a significant trend in fashion trend forecasting in 2025. We will see an increase in the use of eco-friendly fabrics, recycled materials, and sustainable production processes.
- 2. Technology-driven Fashion: Technology will continue to play a vital role in fashion trend forecasting in 2024. We will see an increase in the use of virtual reality, 3D printing, and other technologies to create innovative designs and improve the production process.
- **3. Gender-neutral Fashion**: Gender-neutral fashion will be a significant trend in fashion trend forecasting in 2025. We will see a shift towards clothing that can be worn by both men and women.
- **4. Bold Colors, Patterns, and Prints:** 2025 will see a return to bold colors and prints. Bright colors and eye-catching prints will dominate.
- 5. Affordable Luxury: Fashion trend forecasting 2024 will see a shift towards affordable luxury. Consumers will be looking for value for money and practicality. The trend of casualization in outdoor activities will continue into 2025. New participants will find easy entry points into outdoor recreation. At the same time, regular outdoor participants will become more discerning, picking and choosing the best days to participate. On the performance side, the infusion of technology into outdoor sports will drive athletes to push themselves to new levels.



COLOR TRENDS:

In addition to materials, cuts, and processing techniques, another factor plays a major role in sports and outdoor collections: the choice of color and how it affects the psyche and buying behavior of consumers. Research conducted by WGSN deduced that 98% of their respondents' purchasing decisions were driven by color.

As per a report of WGSN, "Acceleration is the overarching theme driving our A/W 25/26 Global Color Forecast. As the climate crisis brings chaos and strange omens of decline (orange skies, green oceans), we will see an acceleration of change, both good and bad. Urgency, repair and reassurance will be necessities in this new reality, as is reflected in our A/W 25/26 colors."

Source: WGSN x Coloro Key Colours A/W 25/26

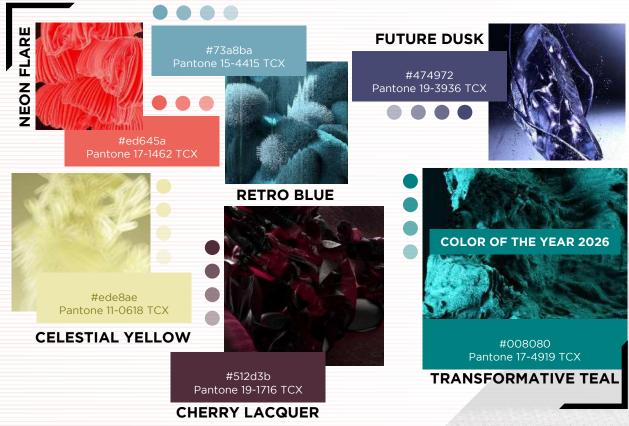


IMAGE SOURCE: WGSN

WGSN and Coloro presented their Key Colors for A/W 25/26, which are aligned with influences that will drive consumers, including a focus on wellbeing, creativity, the environment and technology.

Both WGSN and Coloro has partnered together to forecast the color of the year for 2026, hence we get Transformative Teal, which brings a sense of freshness, calm, and restoration.

FABRIC TRENDS:

Indeed, designers and brands are charged with the task of not only providing everyday comfort in the fabrics but also providing added value—be it weather protection, antimicrobial properties, sustainability, or durability. In other cases, a fabric that provides a sense of comforting familiarity and functionality is enough.

FABRICS AND FINISHINGS TRENDS

Conscious Coupling

Customers and Workplaces are now shifting towards a more conscious approach. With the environmental impact of workwear and brands starting to implement sustainability-related goals, we can expect to see a continuation of this, due to consumers becoming increasingly more aware of their clothes, and their impact on the environment.

KEY FEATURES:

Key fabrics have performance and protective functions. The post-pandemic consumer is set to drive an increase in the outdoor and activewear markets. They are seeking functional, adaptable active wear with multi-end uses. Back to basics, there is always a demand for stability and familiarity in high-performance fabrics. Functional life wear will require defense against the elements for an outdoor lifestyle, with windproof, water-repellant, sunshielding, cooling, thermal, and thermo-regulation functions.

KEY HIGHLIGHTS:

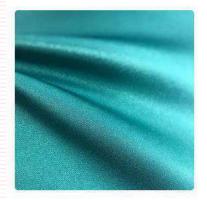
- Sustainable fabrics (Improved biobased) (recycled, reprieve, Econyl)
- Outdoor fabrics, Lightweight fabrics (weather shield, Ocean waste, or PET recycled)
- Sustainable /conventional innovation in FR. (reference: Tecapro by Tencate)
- multi-functional High-Vis articles
- Lightweight/multi-functional membrane
- Bonded softshell and hardshell fabrics for Outdoor /Athleisure jackets



Wicking, cooling, and breathability are vital for all performance wear and will combine performance stretch and soft touch. Active fabrics are elevated with interesting textures, including ribs, quilting, jacquards, pocket constructions, and layering fabrics as references shared in the Fabric Trend board

IN PURSUIT OF NATURE

A feeling of naturalness runs throughout 2025 Trend. Pure synthetics copy a cottony look and feel. Organic cotton and recycled synthetic compositions are increasingly common in Workwear products. Merino wool and cellulosic focus on knitted fabrics. Waxed bio-sourced coatings gain ground. The sturdiness of work clothes for the outdoors, forestry, and fishing industry, inspires robust twills and indestructible ripstop, offered in 3 multi-functional layers. Special attention is paid to recycled resources and the use of biodegradable polymers.



Biodegradable Polyester Water Repellent Fabric AATCC



Biodegradable Polyester Water Repellent Fabric AATCC



Biodegradable Polyester Water Repellent Fabric AATCC

Source: ULONG BIOGRADABLE TEXTILE

BIOWASTE AND ENGINEERED FABRIC:

Looking at new bio-based textile developments in the sportswear and fashion sector, there is a compelling trend for converting waste and by-products from the food industry into desirable fabrics, as this approach eliminates the need to cultivate crops for raw materials while dealing with the burden of existing bio-waste. Besides reducing/reusing / recycling, replacing traditional plastics with bio-based materials will help to solve global warming and a solution carbon-neutral.

Sustainability-focused retailers such as Pangaia are exploring the potential of alternative textiles. The London-based apparel brand recently introduced two 100% bio-based alternatives to its material line-up — "Plant Fiber" and "Fruit Fiber" — made from renewable and biodegradable plant blends and agricultural waste. Many are beginning to work with natural fibers, such as hemp, bamboo, and ramie as cotton alternatives. Meanwhile, brands such as Stella McCartney have pioneered closed-loop solutions using innovative materials such as bio-based fur, which requires up to 30% less energy to produce and causes 63% less greenhouse gas than conventional synthetics.



LITME SMART FIBER

LITME™! World's first-ever electro-luminescent fiber by L & G Fiber Solutions that can be used in weaving, knitting, sewing and embroidery, etc. It's a smart fiber that offers Soft and HT two types with normal and high luminance that feature uniform luminance, stretchability, flexibility, washability, and multiple colors.

As LITME™ is driven by AC electric field, there is no current output and no heat generation on LITME™. It has passed over 20 third-party tests relating to safe substances, safe voltage, etc. It is safe to use.







Image credit: L & G Fiber Solutions

HeiQ AeoniQ™ is the world's first sustainable, circular, closed-loop cellulose yarn with exceptional tensile strength and abrasion resistance, rivaling conventional materials like polyester and nylon. The new material boasts an array of functional aspects. It is highly breathable, biodegradable within 12 weeks at the end of its lifecycle, offers excellent abrasion resistance and has natural odor control properties. Moreover, this material contributes to the reduction of environmental pollution.



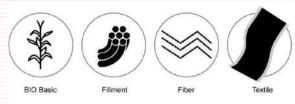
Image credit: SGI Europe

SORONA FIBER:

Dupont™ Sorona® renewably sourced fiber delivers superior performance benefits to sustainable clothing. It is singularly a soft and breathable fiber. However, one of the outstanding features of Sorona® is that it blends well and enhances the attributes of other fibers used in sustainable clothing including cotton, linen, wool, nylon, and polyester. Highly efficient for its weight, a little goes a long way in terms of warmth retention.



Sorona® contains 37% annually renewable plant-based ingredients. Even better is its environmental footprint. Producing Sorona® uses 30% less energy and releases 63% fewer greenhouse gas emissions compared to the production of nylon 6. And the process uses 40% less energy and reduces greenhouse gas emissions by 56% over the production of Nylon 6,6. The Features of Sorona® Bio-Based Fabric Soft and Dry Hand-Feel.



PINEAPPLE AND BANANA FABRICS

The fiber is very strong and extracted from the leaf sheath that is around the trunk of the abaca plant.

Banana Fabric Features:

High Durability, High Wicking, High Absorbency, High Breathability, Anti-Bacterial, Odor Resistant, UV Resistant, Bio-Degradable.

Properties Of Banana Leaf Fiber:

- 1. Easy to obtain: pineapple is one of the economic crops widely planted in Taiwan, and pineapple leaves are easy to obtain.
- 2. Easy to plant: Pineapple does not require a special water supply during the growth process, and it can also be planted in dry land.
- 3. Fast Growth: herbaceous plants grow faster than woody plants.
- 4. Easy to transport: Pineapple mainly grows on plains or hills, which is easier to transport than woody plants and saves fuel.
- 5. Carbon and water footprints of pineapple leaf fibers



Content	Polyester:53% Recycled Polyester:42:3% PINEAPPLE:4.7%
Greige Width (Inches)	59
Greige Weight g/sm	217



WASTE 2 WEAR

The Waste 2 wear brand creates sustainable, recycled workwear fabrics that are breathable, highly effective at wicking moisture, and very comfortable to wear. They offer a variety of 100% RPET and mixed blend fabrics to help clients reach their UN SDG # 12 'responsible consumption and production". RPET (recycled polyethylene terephthalate) from pre-landfill and pre-ocean plastic bottles that they turn into yarn, fabrics, bags, garments, upholstery, and more. RPP (recycled polypropylene) from end-of-life domestic appliances and single-use food containers that we turn into yarn, fabrics, and finished products.



BIODEGRADABLE FABRICS

The biodegradable fabric is based on a polyester material that is biodegradable because of the addition of a biocatalyst in the yarn when is produced. That allows microbes in landfills to digest the fabric "at a rate similar to that of natural fibers" that decomposes through industrial composting without creating harm to the soil or environment, to reduce textile waste and limit environmental impact.

Biodegradable Fabric Features:

- With The passage of time and the right biological conditions, they would eventually biodegrade.
- The fabrics will break down via the anaerobic process in the ocean
- The fabrics will break down via the anaerobic process in the landfill





CONSUMER TRENDS IN THE CLOTHING INDUSTRY

With a focus on meeting increased demand for inclusivity and personalization through technology, ethical and eco-friendly business practices, and engaging customer experiences, these are the Macro trends set to shape the future of retail.

TACKLING GREENWASHING:

Retailers and manufacturers will have to validate sustainability credentials As the industry continues to grapple with its damaging environmental and social impact, consumers, regulators and other stakeholders may increasingly scrutinize how brands communicate about their sustainability credentials. If brands are to avoid "greenwashing," they must show that they are making meaningful and credible changes while abiding by emerging regulatory requirements. Brands can no longer make vague, unsupported claims to be green, however well-intended they might be. Consumer skepticism and forthcoming regulatory changes mean retailers and manufacturers will have to validate their green credentials and now is the time to prepare.





HERE'S HOW:

- 1. Exaggerating claims: Overstating the environmental benefits of a product, material, or manufacturing process without sufficient evidence.
- 2. Vague language: Using ambiguous or ill-defined terms, such as "natural," "eco," or "green," without clear criteria or context.
- 3. Limited scope: Highlighting a single environmentally friendly aspect of a product while ignoring other, potentially more harmful aspects of its production or lifecycle.
- 4. Irrelevant claims: Promoting environmental initiatives that have little to do with a brand's actual environmental impact or the sustainability of its products.
- 5. False certification: Displaying misleading or non-existent certifications or ecolabels to give the impression of third-party validation of a product's sustainability.

CLEAN PERFORMANCE:

Consumers are beginning to demand more from sustainable ranges, and chemical-free performance will be imperative. Aim to end the concept of waste entirely. The True Color collab by Adidas and Byborre. Designer Rosie Broadhead goes one step further by adding bacteria rather than chemicals to fiber which reduces body odor then activated by sweat.



Modular Function Trend Board, image source www.chantellfenton.com



MODULAR FUNCTION:

As consumers look to buy-less-but-better demand intensifies for adaptable activewear and products that offer multiple end-uses. Louis Vuitton's creative director, Virgil Abloh, coined the term "Accessomorphosis" meaning the transformation of an accessory into a garment, effectively evolving its functional form. Introduce buildable apparel and hybrid designs with removable and detachable elements. Outer layers that transform into backpacks or offer reversible styling are ideal for urban commuters. Although longevity in design is key, consider the end of life. Aim to design for disassembly, paneled constructions can easily be repaired, replaced, or recycled after use.





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Although longevity in design is key, also consider end of life. Aim to design for disassembly, panelled constructions can easily be repaired, replaced or recycled after-use.



INSIGHTFUL!

HUGO BOSS's performance shirt commitment to reducing the environmental impact of its products in the long term. Crafted with the revolutionary cellulose filament yarn HeiQ AeoniQ™, this seamless polo shirt replaces a staggering 87% polyester with a bio-based, circular, closed-loop yarn.

Image credit: HUGO BOSS



MULTIFUNCTION TAKEN TO THE EXTREME:

The BOSIDENG 'Composite Structure Camping Down Jacket' co-designed by IdéesKréatiOn wins ISPO Award

BOSIDENG and Chinese design agency IdéesKréatiOn Design demonstrate true innovative spirit with its versatile camping jacket. The 'Composite Structure Camping Down Jacket' can be worn in eight variations and thus meets many requirements of a wearer's life, with a transformative design and a modular structure, they have created a unique product that is only inadequately described by the term "jacket". In total, the garment can be transformed into eight different shapes, allowing it to be adapted to a wide variety of situations.



Image credit: IdéesKréatiOn



CARGO TROUSERS

Cargo trousers will generally come in a slightly baggier silhouette (suiting current trends) and are made of tough materials.

Put simply, cargo trousers are rugged and durable with large multi-purpose outer pockets. Perhaps termed cargo pants (or "utility" pants) for their commercial-like ability to carry personal items, they're also known as "combats", owing to their adoption by the US and British forces.

One distinguishing factor about tactical pants is that they come in a combination of multiple complex pocket styles and shapes. Their fabric is also unique as it can withstand harsh environments. Tactical pants can be simple and ordinary-looking or sophisticated in design.







IMAGE SOURCE: NIKE ACG "SMITH SUMMIT" CARGO PANTS, Tommy X Romeo Dual Gender Hybrid Cargo Pant, Rick Owens DRKSHDW cargo cropped drawstring trousers



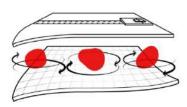
H2FLOW JACKET HELLY HANSON

The H2Flow Jacket by Helly Hansen uses three layers to control wearer's body temperature. The first layer pulls out humidity out of the air surrounding your body, while the middle layer is made of Polartec fleece with holes in it and is supposed to collect warm air in these holes, creating individual air pockets all over the jacket to help regulate the temp so that you don't get too warm. Finally, the polyester outer layer is designed to block the elements while being breathable and allowing moisture to escape.





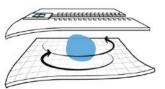
WARMER



AIR POCKETS

As your body temperature rises, the uniquely designed air pockets store and retain the heat you produce to keep you warm.

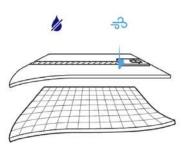
COOLER



VENTILATION ZIPPERS

To cool down, simply use the strategically placed ventilation zippers to release the warm air and allow a flow of cool to enter the jacket.

DRIER



A PROTECTIVE OUTER SHELL

Constructed from a variety of weatherresistant fabrics, the waterproof, windproof and ripstop outer shell will keep you protected whatever the climate.

OMNICHANNEL AND EXPERIMENTAL RETAIL:

Some 80% of consumers now expect fashion retailing businesses to accommodate their preferences, with brands turning to technology to reshape their customer experience (CX).

Artificial intelligence is playing a leading role. In stores, trendsetters such as Amazon are exploring the potential of cashier-less checkouts that streamline the buying process. This technology tracks customers, recognizes the products they select, and bills them automatically as they leave.

Online AI technology and chatbots are providing new, efficient ways to communicate with customers. Chatbots, for instance, can now answer customer queries and help them find products instantly without the support of a customer service operator.

Reasons why customers appreciate Chatbots-supported customer service:

- Instant answers to all questions about the offer, delivery, forms of payment, complaints, etc.
- Conversations regardless of the time of day or night
- Personalization of contacts and purchases the possibility of remembering shopping preferences and adjusting the offer to the client's needs.
- Fast shopping with purchases from the chat window



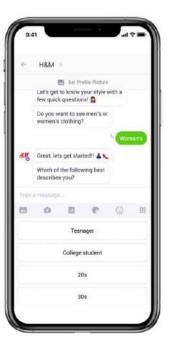


Image source: https://inteliwise.com/

DIGITALIZATION

Now that digitalization is gaining traction in the Workwear sector, Retailers and multi-brands increasingly providing a seamless shopping experience and several facilities by connecting directly via mobile applications, online, and in-store outlets. With the help of this shift in digital trends, brands now have a more effective way to acquire customers on a large scale and deepen their understanding of the industry.

Augmented reality (AR) and Virtual Reality (VR) are Playing a Game-Changing Role in the Workwear or general apparel industry

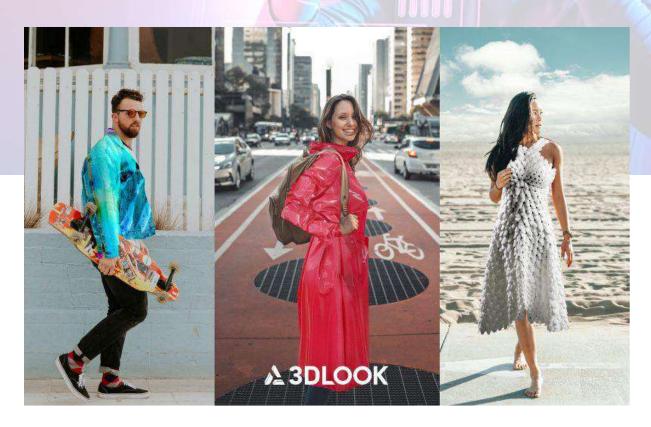


Image source: 3DLOOK



METAVERSE

The new norm investments in technology will happen throughout the organization. Deloitte reports that 20% of manufacturers are experimenting with or developing a metaverse platform for their products and services that will enable them to further digitalize the experiences.

The metaverse is a digital environment where retailers can connect with their target market and new audiences – and at new scale too.





Image source: adidas metaverse

DIGITAL COLLABORATION:

Kohl's announced a partnership with Snapchat, which enables the retailer to offer a Virtual Closet experience through the popular app. The new feature is expected to expand the company's market to more than 75% of 13 to 34-year-olds that Snapchat reaches.



Image source: Kohl's Virtual Closet Tool in Snapchat.





OMNICHANNEL MARKETING AND AUDIENCE STRATEGIES

In 2025, innovations and advancements in digital technologies will lead the way. The prefix "omni" means "all," and "Channel" is a reference to the many ways target audiences/customers might interact with a company. The new marketing channels emerging, sellers are shifting their focus from traditional marketing to omnichannel marketing strategies.



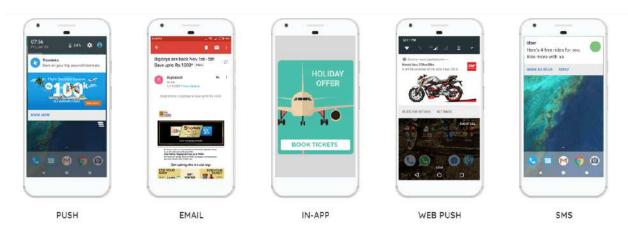


Image source: moengage

What Is Omnichannel Marketing and why we need It? Harvard Business Review, along with a major US retail company, conducted a 14-month study to understand the shopping behavior of customers. They interviewed 46,000 shoppers and found the following:

- 7% of the customers were only online shoppers
- 20% of them were store-only shoppers
- 73% of them used multiple channels throughout their shopping experience.



Image source: moengage



KEY FINDINGS

- Emerging technologies are giving control to people, with never-before-seen outcomes for businesses and individuals.
- Together with technology in a mutual expansion of creativity, diversity, and possibility
- Customers have proven time and again that they will pay premium prices for innovative and compelling experiences,
- Innovation is also fueled by unconscious observation, as exposure to the world beyond the home office brings color to people's lived experiences. If nobody ventures out to investigate new fields of interest or looks deeper into emerging trends, creativity will suffer.
- Artificial intelligence breaks new ground and helps people harness their innate creativity.
- When it comes to developments in this technology, "next" is becoming "now" at astounding speed
- To cherish new beginnings and lifestyles Consumers are set to avoid manufacturers involved in violating environmental norms and are interested to know the sources and transparency of the Garment.
- Today's consumers buy from brands only when they know sustainable materials are used in manufacturing.
- 35% of respondents prefer buying from brands that provide information about their green initiatives.
- Athleisure, outerwear, and Multifunctional garments are in demand.



CONCLUSION

The outcomes look different from what we've seen before, thanks to changes in attitudes and maturing technology. Marketing relationships will be altered as the power dynamic shifts between brands and customers will have casting votes on brands' permission spaces, and they'll be able to ringfence their data as they please. Leaders will need to be prepared to reshape the power dynamic with hybrid workers, for the good of innovation and working relationships. In their roles as leaders, workers, customers, consumers, creators, and human beings with rights, people will be seeking ways to claw back some control. When the aftershocks finally settle into a calmer pattern, people will open their eyes to see a new picture of progress.



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