



**EXECUTIVE UPHEAVEAL:** American Apparel is one of the largest sewing factories in the United States, based in downtown Los Angeles in this old industrial building. The company was founded by Dov Charney, who has been ousted by the company's board of directors.

## **American Apparel Board Votes to Oust Founder**

By Deborah Belgum Senior Editor

In a stunning move, the board of directors of Los Angeles-based **American Apparel Inc.** voted June 18 to suspend founder, President and Chief Executive Officer Dov Charney, naming John Luttrell as interim CEO.

The board, whose decision was made on a 5–0 vote, also notified Charney of its intent to terminate his employment for cause. The announcement was made after the stock market's close, when the company's shares were last selling for 64 cents.

At the end of the market on June 19, the stock, which trades on the **New York Stock Exchange**, had risen nearly 7 percent to 68 cents. The 52-week high for the stock was \$2.09 on July 29, 2013.

According to a press release issued by the company, "It is expected that the termination will be effective following a 30-day cure period required under the terms of Mr. Charney's employment agreement."

The board also intends to request Charney resign from the board, the release said. He is no longer the chairman of the board. That position is now jointly held by board directors Allan Mayer and David Danzinger.

Mayer has been a member of the board since the company went public in 2007 and has served as its lead independent director for the past three years. Danziger has chaired the board's Audit Committee since 2011.

According to the company, American Apparel may have "been deemed to have triggered an event of default under its credit agreements" as a result of its decision. The release said the company "will be in discussions with its lenders for a waiver of the default."

The company's directors said they decided to fire Charney after conducting an investigation into his alleged misconduct, although the directors did not go into any details about the investigation.

Over the years, Charney has been embroiled in a number of sexual-harassment lawsuits, some settled out of court, some dropped and some still active. He has also garnered his share of criticism for his provocative advertisements showing scantily clad models wearing the company's apparel or posing in suggestive manners.

In recent years, American Apparel has been losing money and flirting with bankruptcy. It has had only one profitable quarter over the past 17 quarters.

For 2013, the company reported a net loss of \$106.3 million on \$633.4 million in revenues, compared with a loss of \$37.3 million on \$617.3 million in revenues in 2012. Facing a cash shortfall, the retailer in March announced plans to sell 61 million shares of stock at 50 cents each to meet debt payments.

American Apparel page 11

# Stitch Labs: Fashion After Nukes

#### By Andrew Asch Retail Editor

Someone might have said that fashion is not rocket science, but obviously they have not met Brandon Levey.

Levey's company, **Stitch Labs Inc.**, headquartered in the San Francisco Bay Area, recently released a new platform for its online inventory program that has a focus on the fashion business. But from 2006 to 2010, Levey was dealing not exactly with rocket science but with nukes.

Levey worked in a systems research and analysis group at **Sandia National Laboratories** in Livermore, Calif. He worked on a team that performed technical studies focused on managing domestic nuclear risks of counter-terrorism strategies, nonproliferation and other government programs for the Department of Energy.

The Sandia work might have seemed like something from an action movie, but there were shades of comic relief too. "At any national lab you have a good mix of smart, eccentric people," he said. "Everyone had a variety of things that they were interested in. Everyone had a serious hobby."

His hobby happened to be making organic T-shirts and other apparel for his fashion label, **Naked Cotton**, which stopped production in 2009.

# **Delays Mount in Retrieving Cargo at Port of LA**

#### By Deborah Belgum Senior Editor

Truck drivers are waiting as long as five to six hours to pick up cargo at some terminals at the **Port of Los Ange**les.

The delay to haul out cargo is caused by a number of factors. Bigger ships are arriving with more containers, adding to the already mountainous cargo backlog, and more importers are bringing in goods earlier than normal because of a possible longshore worker strike or slowdown as a new six-year contract is being negotiated. The contract expires at midnight on June 30. "The unloading is slower, and the poor truckers are having a harder time to get the cargo out because there is a lot of cargo," said Enrico Salvo, chairman of **Carmichael International Service**, a Los Angeles customs brokerage and freight-forwarding service with a number of apparel **Port** page 6

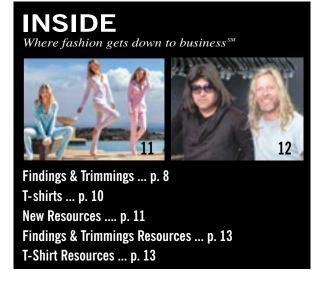
### Monkey Sports: Fashion Meets Function in New Men's Collection Designed by Henry Duarte and Pepper Foster

By Alison A. Nieder Executive Editor

Most people don't think "hockey" when they think of Southern California, but with the Los Angeles Kings celebrating their Stanley Cup victory over the New York Rangers, perhaps they should. And most people probably wouldn't mix high fashion with hockey either, but Pepper Foster, Henry Duarte and sporting-goods retailer Monkey Sports are looking to change that, too.

"When you look at all the action-sports brands, they're all surf-driven," Duarte said. "This is driven by hockey."

Set to debut in September, the Monkey Sports menswear collection will include more than 200 styles, including denim, T-shirts, hoodies, jackets, woven shirts, sweats, shorts, track pants and underwear. Described by Duarte as a sports-minded lifestyle collection, Monkey Sports Monkey Sports page 12



# New Licensing Partners Announced for Saban Brands' Julius Jr. Character

Julius the monkey, created by Southern California artist Paul Frank, is cute. But Julius Jr., the younger version of Julius, is even cuter.

"Julius Jr." is a new pre-school children's TV series that debuted last September on **Nick Jr.**, part of the **Nickelodeon** network. Now that the little guy is going international, with overseas distribution and a second

season, **Saban Brands** is signing agreements with a host of licensing partners this year and next to make tons of Julius Jr. products.

The new lines of products will include apparel, accessories, costumes, sleepwear, home goods and more. The licensing part-

Group as well as Freeze for sportswear and T-shirts; Jay Fran-

co for beach, bedding and bath accessories; High Point Design for hosiery and slipper socks; Accessory Innovations for backpacks, bags, headwear and cold-weather products; Komar Kids for children's sleepwear from infants' through size 8; Rubie's Costume Co. for toddlers' costumes; and Amscan for kids' costumes to be sold exclusively at Party City.

Saban Brands, based in Los Angeles, was created in 2010 as an affiliate of **Saban Capital Group**. That same year, Saban Brands acquired **Paul Frank**. Saban Brands' other stable of labels and brands include **Power Rangers**, Julius Jr., Digmon Fusion and **Popples**.

Julius Jr. is a young monkey and an aspiring inventor who likes to create gadgets that help his friends. Julius Jr., played by voiceover actress E.G. Daily, lives in a box with its own workshop. Other characters who live



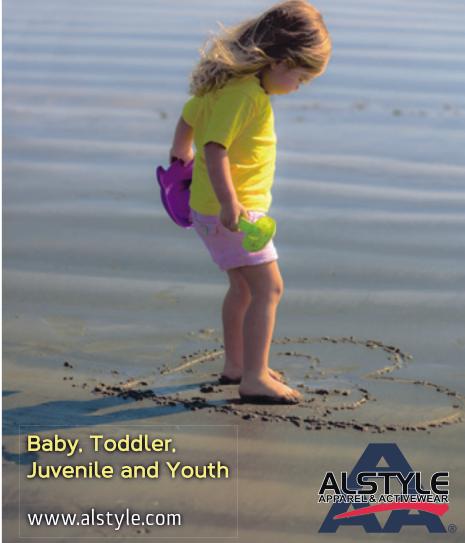
in the box include Clancy, a short giraffe; Sheree, a blue raccoon; and Worry Bear, a worrywart bear.

Haim Saban, head of Saban Capital Group, started out as a children's TV show producer and was successful in the early 1990s with his **Mighty Morphin Power Rangers**.

In 2007, Saban and a group of private equity investors bought Spanish-language broadcaster **Univision** for \$13.7 billion.

—Deborah Belgum

# Love Our Kid's Wear 13 styles 34 colors



### South Korean Thread Plant to Open in Costa Rica

With an eye on taking advantage of the freetrade agreement between Central America and the United States, a large South Korean apparel and textile company is building a \$50 million thread mill in Costa Rica.

Sae-A Spinning, a subsidiary of Sae-A Trading Co., is investing more than \$50 million to build a mill in Coris de Cartago that will employ some 200 people. The announcement was made by the Costa Rican Investment Promotion Agency, which has been working to bring more textile and apparel ventures to the Central American country.

Currently under construction, the plant will produce cotton thread using the latest technology and automated processes. The thread will be exported primarily to Central American countries where Sae-A has manufacturing facilities.

In Guatemala, Sae-A has several large sewing factories employing thousands of workers who make T-shirts for mass merchandisers such as **Target** and **Walmart Stores Inc.** 

It also has manufacturing facilities in Nicaragua and Haiti as well as Cambodia and Indonesia. Kwang Ho Yoo, president of Sae-A Spinning, said the investment is being made with a long-term vision and plan of growing the venture's operations in the area over the next 30 years.

"If we achieve the yields and success expected, we will even consider exploring opportunities for a second investment to complement the one we are announcing," he said in a statement. "Thanks to the country's good business climate and the commercial advantages of DR-CAFTA [the Dominican Republic–Central America Free Trade Agreement], we trust this plant will be a milestone collaborating in building deeper relations of friendship between Costa Rica and South Korea."

The announcement of a new thread mill comes on the heels of **Gildan Activewear** announcing it is setting up a textile manufacturing plant in Costa Rica. The plant will be in Guanacaste, which is strategically located near Gildan's other plants in Nicaragua. Gildan, based in Montreal, Canada, exports a large portion of its products—such as T-shirts, sweatpants and socks—from Central America to the United States and Canada.—*D.B.* 

# Cherokee Strikes Alliances in Australia, New Zealand, Brazil, Canada and China

Sherman Oaks, Calif.–based **Cherokee Inc.** struck several new alliances that will take the company's lifestyle brands further across the globe.

Haven Licensing will represent Cherokee brands in Australia and New Zealand, Redibra will represent the brands in Brazil, Segal Licensing will represent the brands in Canada, and Global Pursuit will represent the brands in China. In addition to representations, the four companies will "secure regional and territory partners for the company's selected brands," according to a Cherokee statement.

Cherokee's brands include Cherokee, Carole Little, Tony Hawk and Hawk Brands, Liz Lange and Sideout. The company's licensing agreements with retailers and manufacturers span more than 40 countries, including Target stores in the U.S. and Canada; Kohl's in the U.S.; Tesco in the

### **Inventory** Continued from page 1

In 2008, this scientist exhibited the Naked Cotton line at the **Pooltradeshow** and was aghast that the other Pool exhibitors worked with such flimsy ways to record their sales and listed their inventory. These entrepreneurs would take orders worth thousands of dollars and record it all on yellow **Post-it** notes or perhaps with a fossil from mid-20th-century offices—carbon paper.

The scientist and tech aficionado in Levey tried to understand how his colleagues at the trade show worked.

"You keep this yellow paper for six months?" Levey asked his neighbor using a system of placing orders on carbon paper and saving them in a manila folder. "Yeah, I hope I don't lose it," the neighbor was said to have answered nonchalantly.

Levey thought that there had to be a better way for fashion companies to organize their books and their inventory. In 2010, he introduced Stitch Labs. He built an inventory platform, called Stitch, which delivers programs for customer and supplier management for small businesses, as well as sales history. According to a Stitch Lab statement, valuable time can be saved and better control of inventory can increase clients' sales. U.K., Ireland and certain Central European countries; **RT-Mart** in China; **Pick 'n Pay** in South Africa; **Falabella** in Chile, Peru and Colombia; **Arvind Mills** in India and certain Middle Eastern countries; **Shufersal Ltd.** in Israel; **Comercial Mexicana** in Mexico; **Eroski** in Spain; **Nishimatsuya** in Japan; **Magnit** in Russia; **Landmark Group's Max Stores** in certain Middle East and North Africa countries; and the **TJX Companies** in the U.S., Canada and Europe.

"We are extremely excited to be working with this talented group, as we look to strategically license our brands through category and channel diversification while continuing to expand our global footprint," said Henry Stupp, Cherokee's chief executive officer, in a statement. "This group will provide us with the necessary ongoing, on-the-ground support to ensure long-term success."

—Alison A. Nieder

The first iteration of the platform was for micro to small product-based businesses, not limited to fashion, according to Levey, who said fashion companies were one of the verticals that found a lot of alignment with Stitch.

The recently released upgrade to the Stitch Labs platform increases the program's "scalability" and is intended to be used by the emerging fashion companies, as well as more established businesses that perform tens of thousands of transactions each month.

The new platform will offer forecasting reports, purchasing automation and enhanced ability to deal with multiple sales channels such as **Amazon**, **Square**, **eBay**, **PayPal** and **Shopify**.

"It is a holistic approach to commerce," Levey said. "Our systems allow for businesses to seamlessly manage all ways they sell their goods, with an easy-to-use modern user interface built for teams," he said.

And as for the connection between fashion and working with nukes? "We are able to use similar advanced systems analysis approaches to understand the world of commerce and make sense of the data in such a way that provides real value for our customers," he said. NEED EXPERT INDUSTRY ADVICE?

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# **Digital and Technical Skills in Demand for Fashion and Retail Industry**

The good news is fashion and retail companies are hiring at the same rate—or higher—than last year. That's the word from the recently released "2014 **24 Seven** Salary & Job Market Report.'

"The fashion and retail job market is strong but has significantly diversified. While the normal suspects are still in high demand-planners, designers (with specific skill sets), technical designers and patternmakers-the digital marketing, social media and e-commerce categories have certainly picked up in terms of demand," said Tammy Chatkin-Newman, executive vice president, West Coast, for the recruiting firm, which surveyed 1,400 fashion and retail-industry professionals to compile the report.

'The talent that is highest in demand tends to be hybrid candidates that have both the traditional and digital experience. You can't have an apparel brand today without evolving and investing into your digital talent mix."

According to the report, 85 percent of companies say their hiring rate is the same or higher than last year, and 75 percent say the fill rate is the same or higher than last year. Half of those surveyed said they expected to increase their reliance on freelancers.

"That's a trend we're seeing across all industries," said Natasha Lopoukhine, 24 Seven's director of content, "The workforce is changing. There's going to be an increased reliance on contingent labor. I don't think it will be unusual if people in the workforce today will spend some time as a freelancer.'

Employees are also optimistic, according to the survey, which found that 72 percent reported an increase in total compensation, although most raises were modest. The annual report typically looks at employee job satisfaction, but, this year, 24 Seven also asked employees how engaged they are in their work.

"I think there's definitely an engagement crisis happening, and I think that's something that companies need to be concerned about especially since so many executives are saying they are increasingly under pressure to attract and

retain talent," Lopoukhine said. "We've always measured satisfaction. This year, we wanted to take a look at how happy people are with the terms of employment. Our data shows that people who are not as engaged, or not as satisfied in their job, obviously are a higher flight risk."

Nearly 60 percent of the fashion and retail employees said they believe they are in demand, and 80 percent said they had been approached for new jobs more frequently in the last year than the year before. Two-thirds said they are "taking steps on their own to make sure they have the skills needed," Lopoukhine said.

In most cases, that means brushing up on digital and tech skills, which employers list as among the top five hardest areas to recruit after sales, marketing, design/creative and operations, the report found.

There is no longer a separation between what used to be talked about as digital and tech being a separate skillset from fashion and apparel, but, rather, the next generation of apparel and fashion hiring includes those skills," said Alison Carreon, West Coast marketing and sales support specialist for 24 Seven.

Job seekers are also looking for increased benefits, the survey found, and nearly 50 percent of the employers surveyed said they are offering alternative benefits such as flex-time and telecommuting.

"In fashion and retail, 47 percent of fashion and retail offer some form of flex time or telecommuting or both," Lopoukhine said, adding that after employees discuss salary and medical benefits, the next requirement is time-related perks such as flex-time and telecommuting.

"In our increasingly digitally commented world, we're just never off," she said. "You're always plugged in.'

Another key area for potential job seekers is career path, Lopoukhine said.

'People are concerned about staying marketable," she said. "That's definitely a halo effect of the recession. They want to make sure they're going to stay employable.' -Alison A. Nieder

June 22 Fashion Market Northern California San Mateo Event Center San Mateo, Calif. Through June 24

#### 'EDI and Large Retailers: A Newbie's Guide" webinar online

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the Single Kimono dress July 7 LA Fashion District Walking Tour by Fashion Business Inc. "Vintage Viewpoint," a panel Los Angeles

Calendar

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#### June 25

June 24

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June 26

Los Angeles

#### The Professional Club's Year-End Event Ace Hotel

For calendar details and contact information, visit ApparelNews.net/calendar.

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#### **Port** Continued from page 1

clients.

Salvo noted that the slowdown varies from terminal to terminal, but **APL**, formerly known as **American President** Line, has been experiencing some of the longest delays at its **APL Terminals**.

More than two weeks ago, the shipping line, which docks at the Port of Los Angeles, changed the way it delivers cargo containers for pickup. The Singapore-based shipper used to put its cargo containers on wheeled chassis that then were collected by truckers. Now the shipping line is loading the containers onto the dock and making the truckers or their companies supply the chassis.

This is part of a larger movement by shipping lines to get out of the chassis business and put the burden of providing wheeled chassis on other parties.

Cargo has been so backed up at the APL terminal that the shipping line recently sent out an email to the Los Angeles Customs Brokers and Freight Forwarders Association explaining that a number of factors have contributed to the cargo pileup. One has been the chassis divesture. Another has been a heavy volume of cargo arriving prior to a potential longshore workers strike if contract negotiations don't conclude smoothly. Another reason was a shortage of trucks and rail cars.

To alleviate the congestion, APL said, it was transferring hundreds of local containers to an off-site facility for retrieval. In addition, it was opening a special night gate for larger customers "to dray off the heavy volumes," and it has hired a number of shuttle drivers to transfer cargo containers to freight trains.

When it comes to docking APL vessels, the company said one of its services was being rerouted to the **California United Terminals** near the APL terminal for the next four sailings and other vessels would have staggered arrival times at the Port of Los Angeles.

Emails to APL's headquarters in Singapore about the backlog were not answered by press time.

To complicate matters, the largest cargo-container ship to ever dock at the Port of Los Angeles landed on June 11. The *Cosco Development*, a vessel owned by China-based **Cosco Container Lines** and carrying 13,000 20-foot containers, is a challenge to unload. It carries almost twice as much as the average cargo container ship. It docked at the APL terminal and left June 14.

#### Truckers get the short stick

Truckers and transport services are throwing up their hands in frustration about the APL delays. Bob Curry, president of the trucking, distributing and warehousing firm **California Cartage Co.**, said pickup times have lengthened. "For a driver to get in and out of that terminal, the time has doubled or tripled," he said. "Some are waiting as long as



**BIG BOAT:** The Cosco Development ship, which carries 13,000 containers

five to six hours to pick up one load. We have drivers ready to walk off."

Curry noted that the other port terminals aren't as bad as the APL terminal, but many are slow. "You can't get a truck driver anymore because it is not like it used to be," he said.

Several customs brokers have noticed that cargo pickup times have grown in recent weeks. Robert Krieger, president of **Krieger Worldwide** in Los Angeles, said that fully loaded cargo containers are taking a day or two longer to retrieve. Cargo that shares a container with other cargo takes as much as two or three extra days to receive as the container is unpacked and separated. "There is something going on that we don't understand," he said.

Tom Gould, senior director of customs and international trade with the international trade law firm **Sandler, Travis & Rosenberg**, said there were a number of things causing cargo delays. "A lot of it is because companies have been pushing up their timeline to move more stuff in June in anticipation of the longshore workers [contract] negotiations," he said.

Cargo-container traffic was up in May at both the Port of Long Beach and the Port of Los Angeles. These two facilities handle more than 40 percent of all the cargo containers shipped across the Pacific Ocean from Asia.

The Port of Los Angeles handled 689,141 container units in May, an 8.2 percent jump from the same time last year. The **Port of Long Beach** had its busiest May since 2007 with 599,509 container units passing through the docks. That is a 2.3 percent jump over the same month last year. "I think we will be seeing a little surge in June," said Art Wong, a Port of Long Beach spokesperson.

#### **Labor negotiations**

Meanwhile, representatives of the **International Longshore and Warehouse Union**, which represents 13,600 registered workers at 29 West Coast ports, and the **Pacific Maritime Association**, whose 72 members include shipping lines and terminal operators, have been meeting in San Francisco since May 12 to hammer out a new six-year contract.

Few believe the negotiations will be wrapped up by the June 30 deadline, but many remain optimistic the new contract will conclude without either side making any waves.

No one wants to see a repeat of 2002, when longshore workers were locked out of their jobs for 11 days after terminal operators and shipping companies accused them of a work slowdown.

President George W. Bush invoked the Taft-Hartley Act and got a court order to open up the ports again. But the lockout caused billions of dollars in damages to a wide array of companies unable to get their goods in on time to sell to retailers for the holiday season.

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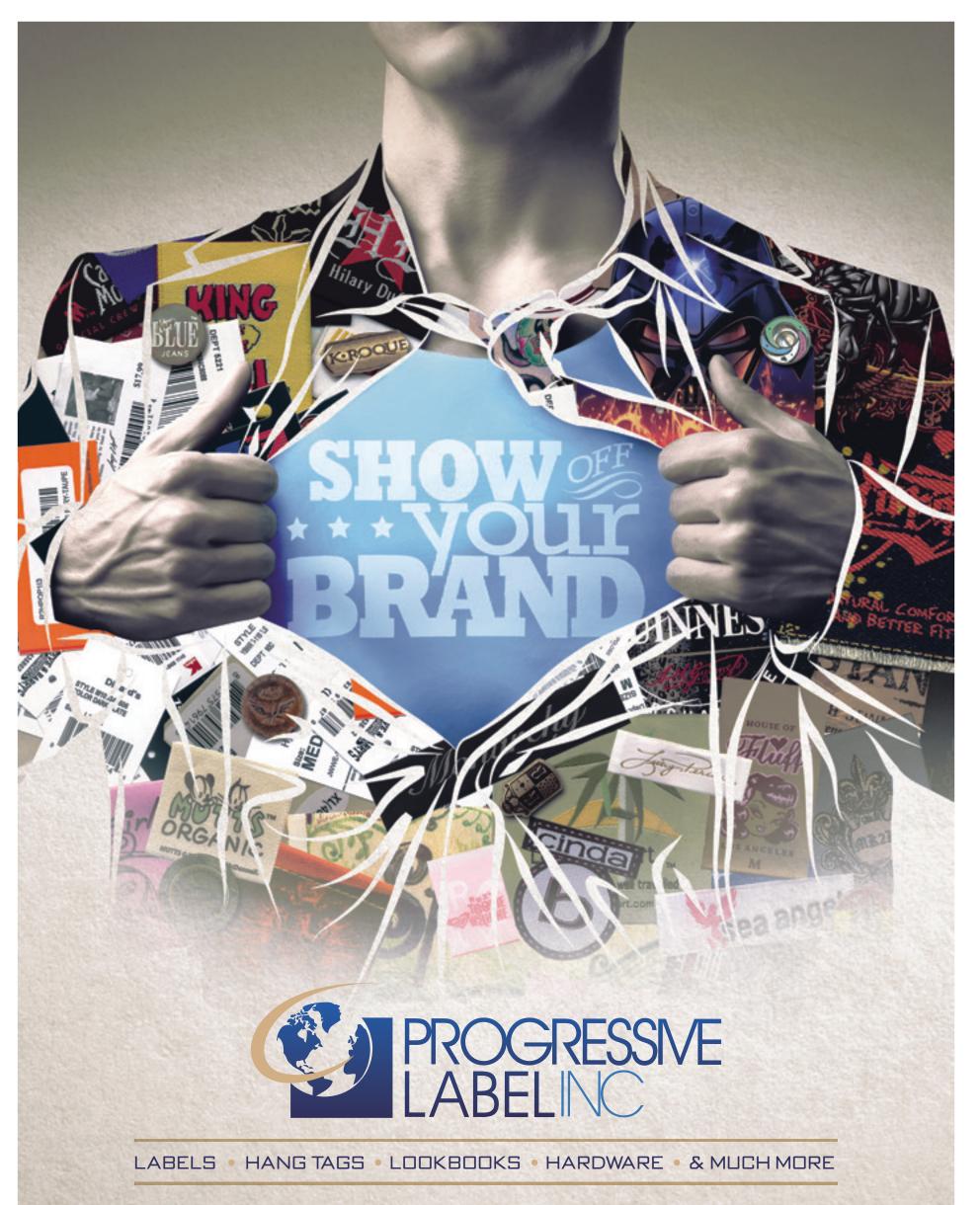
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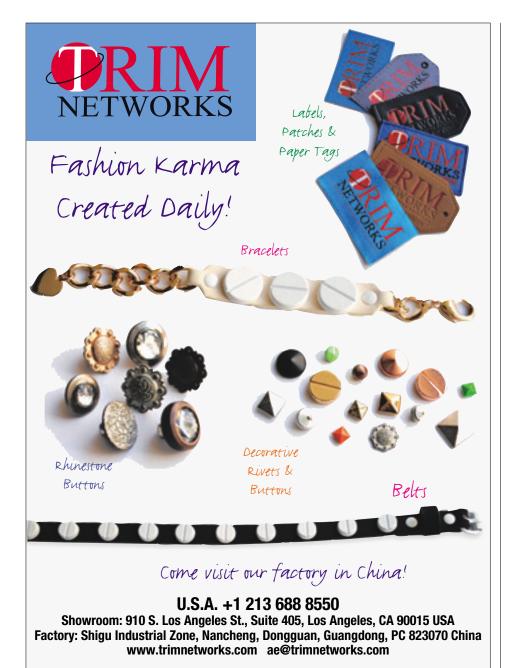
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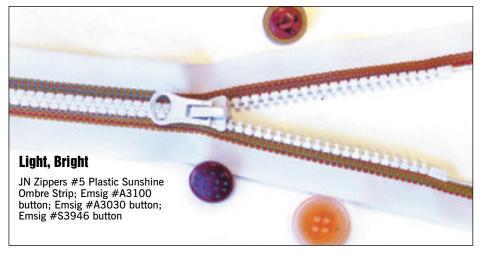
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#### **FINDINGS & TRIMMINGS**



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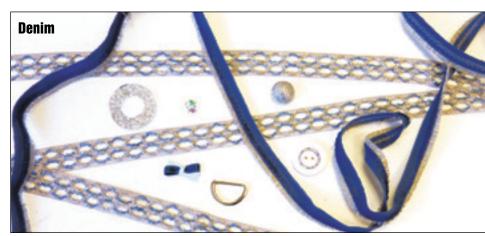
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Satab #1688 "Galon Goa"; Satab #7385 "Frange Ocean"; Emsig Special ring; JN Zippers #GY4096 Shiny Nickel D-Ring; Emsig #A3232 button; Emsig #A3695 button; Emsig #A2842 button; Seram Europe #N020761XU/0000 "Noeud Croix Satin"



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# **Daydreamer: California-Made T-Shirts**

Laura Glover designs understated knit tees that combine both comfort and style into one. Her Los Angeles–based brand, **Daydreamer**, features soft tees that combine effortless, California style with a rock 'n' roll, bohemian vibe.

Daydreamer's first customer was **Urban Outfitters**. Glover began an exclusive partnership with the mega retailer until early 2013. "We did really strong business with them and were the fastestgrowing brand in the past 10 years," she said.

The knit tops come in a flattering, loose fit that slims the body, Glover said. There are boxy-cut oversized tees, muscle tanks, boyfriend tees, cropped tops and dolmans that are perfect to pair with high-waist jeans or bell-bottom flares.

Graphic styles include a paisley calavera, or skull, design, diamond prints, a Hamsa hand, and Glover's personal favorite, the "Champagne S'il Vous Plait" tee, which is inspired by her favorite drink.

Daydreamer also has a "thrashed" collection, which is treated to give the shirts a vintage look with tiny irregular holes and a soft, washed hand.

"We always introduce a new dye treatment each season, which are all hand-done—right now we have a bleach spot," Glover said.

The collection also includes several dresses, bottoms and sweaters that coordinate.

Glover worked with a Los Angeles knit mill to create the buttery-soft rayon blend fabric used for the classic tees and the graphic styles. For the "thrashed" style, Glover uses a Supima cotton/Modal blend.

Glover recently landed the license to create an exclusive high-end collection that features the iconic **Rolling Stones** tongue and logo. She was given access to the entire archive of the Stones' art to create the line.

"My concept was to create tees that were better than finding that elusive vintage tee," she





said, adding that her next music collection, which "is on its way to stores now," will feature art from **The Beatles** archive.

There is also a woven top capsule that will be sold at **Revolve**.

Daydreamer is currently sold at Ron Herman, Fred Segal, Planet Blue, Nasty Gal Swell, Kitson and more than 100 boutiques in the U.S. and Canada, as well as at United Arrows and Journal Standard in Japan.

Wholesale prices range from \$18 for the classic tank in solid colors up to \$29 for graphic tees. The licensed Rolling Stones and Beatles tees are wholesale priced starting at \$36.

In July, Glover will open a Daydreamer retail store in Palm Springs, Calif., which will carry exclusive Daydreamer merchandise.

For sales information, contact Ann Choi at *info@markedshowroom* or (213) 622-9760. —Sarah Wolfson





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# Love + Grace's Pajama Game



After more than 20 years in the loungewear business, Julie Zipperer wanted to make comfortable pajamas for women, but she did not want to make another "boyfriend" look.

For her brand **Love + Grace**, which took a bow last year, she wanted to develop something in which women would feel good but also feel pretty. "I'm not going home from work and putting on sweats with holes in them or boxy pajamas enveloped in fabric," said Zipperer, who, until recently, worked in sales and merchandising as well as design for Los Angeles–area loungewear labels **PJ Salvage** and **Scanty**.

Loungewear and pajamas from her Love + Grace line can be comfortable and also feminine. The pajama tops have a longer silhouette in the arms, two pockets on the chest, and form-fitting bottoms that are not too low rise and not too high, Zipperer said.

The Supima cotton/Modal pajamas feature prints with graphics such as a fleur de lis, a leopard print and a heart print. Zipperer wanted to make sure that the pajama prints were for the young at heart, not just the young. "There's a fine line between juniors and contemporary," she said. "This speaks to everybody. It's not just cupcake prints."

Love + Grace is manufactured in Los Angeles. Wholesale price points range from \$40 to \$45 for a set, \$16 to \$18 for the line's tank tops, and \$26 to \$30 for bottoms. For more information, call (323)727-5900 or email *julie@love-grace.com.—Andrew Asch* 

#### NEWS

#### American Apparel Continued from page 1

With the stock issuance, Charney went from owning 42 percent of the company to 27 percent. As of March 31, he owned 47.2 million shares. **Lion Capital**, which has loaned American Apparel money in the past, has warrants that can be converted into 24.5 million shares.

#### **Head hunt**

The company is working with an executive search firm to find a new chief executive.

Sources close to the company doubted that Luttrell, the acting CEO, would take over the top job permanently. He has been with American Apparel since February 2011 and currently serves as the company's executive vice president and chief financial officer. Previously, he held the same titles at **Old Navy**, **The Wet Seal** and **Cost Plus**. His strength is running the finance side of a business.

However, in his new temporary position, Luttrell's yearly

compensation will increase from \$441,000 to \$750,000, with a guarantee he will earn that sum for at least six months. In addition, he was awarded a vested stock grant of

350,000 shares, which means he now owns 967,186 shares. The board said in its statement that "Dov Charney created American Apparel, but the company has grown much larger than any one individual, and we are confident that its greatest days are still ahead."

In financial papers filed with the **Securities & Exchange Commission**, American Apparel noted that a new distribution center opened last year in La Mirada, Calif., had cost the company \$10 million instead of saving it \$3 million as planned But it failed to note that Charney insisted that he run the new distribution center, which turned out to be disastrous until he departed around Thanksgiving, sources close to the distribution center said. Charney even moved in a bed to be closer to the operations, one source said.

American Apparel is probably one of the largest apparel factories in the United States. It employs 10,000 people around the world—in stores and in production facilities. "We have one of the best known and most relevant brands in the world, with employees who are second to none; I believe we have a very exciting future," Luttrell said in the release. "Our core business—designing, manufacturing and selling American-made branded apparel—is strong and continues to demonstrate great potential for growth, both in the U.S. and abroad. This new chapter in the American Apparel story will be the most exciting one yet."

The release said the company will continue to "remain committed to its sweatshop-free, Made in USA manufacturing philosophy."

Charney founded American Apparel in 1997. The company operates nearly 250 retail stores in 20 countries, including the United States, Canada, Mexico, Brazil, the United Kingdom, Ireland, Australia, Belgium, France, Germany, Italy, the Netherlands, Spain, Sweden, Switzerland, Austria, Japan, South Korea and China. The company also operates a wholesale business that supplies T-shirts and other apparel to distributors and screen printers. It has a vibrant e-commerce site, too. ●



### Monkey Sports Continued from page 1

features technical pieces such as wind- and waterproof hoodies and athletic compression garments, as well as cold-weather gear such as puffer coats and lumberjack jackets and fleece-lined outerwear.

"So the kid in the Midwest can wear it and go skating," Foster said. "We're hitting a whole different customer here."

Equal parts sports and fashion, the collection features drop-crotch bottoms, an indigo denim hoodie, and a puffer coat made from lambskin and Canadian down. There are boardshorts printed with hockey and lacrosse sticks, a nod to Monkey Sports' focus on those two sports. And there are four denim styles available in eight washes.

"You can wear it to the rink and then go to dinner," Foster said.

Foster is well-known in the actionsports and premium-denim markets largely through **Chip & Pepper**, the brand he designs with his twin brother, Chip Foster, which is currently sold exclusively at **Belk**. Duarte has a long history designing denim and edgy leather couture for rock 'n' roll royalty such as Bob Dylan, Neil Young, Tom Petty, Robert Plant, Lenny Kravitz, Dave Navarro and Steven Tyler.

#### **Hockey connection**

The new line came about over a game of hockey. Pepper Foster played hockey with a group that includes employees of Monkey Sports, the Corona, Calif.-based retail chain that bills itself as the largest online retailer of hockey equipment.

The timing was perfect. The retailer was preparing to open four more stores, relocate and expand its distribution centers, and grow beyond its core hard-goods base into its own apparel collection.

"We do a lot of things very well, but when it came to apparel, I have not been pleased with the way we've dealt with it in the last few years," said Thomas Arnold, Monkey Sports' president, chief executive and general counsel. "We decided to really up our game in apparel and try to make it something special. Then we talked to Pepper and it all came together and we went full speed ahead."

For Foster, who grew up playing hockey in Canada, the concept blended two of his areas of expertise.

"It's not just that I'm creating a line. I'm emotionally attached," he said.

Foster brought in Duarte, and the two put together a small team that works out of Duarte's studio in downtown Los Angeles.

"The vibe right here in downtown is hot," Foster said. "LA is the epicenter of fashion sportswear. We don't wear suits. We wear jeans and T-shirts."

#### **Creative freedom**

Foster and Duarte say they appreciate the creative freedom they have been given to

design the line—as well as the sophisticated infrastructure at Monkey Sports.

"Usually, when you go into a big company there are always roadblocks," Duarte said. "[With Monkey Sports], there are no roadblocks to stop us. They just let us go and allow us to get it done. The day after Thanksgiving I went to China and put this together."

The new collection is designed in Los Angeles and made overseas to keep prices low and meet the volume Monkey Sports requires. Retail prices for denim will range from \$79 to \$89, and jackets will be priced from \$149 to \$189.

The apparel line brings Foster and Du-



Henry Duarte and Pepper Foster

arte's fashion backgrounds and apparelindustry experience to a company that has been specializing in hockey and lacrosse equipment retail since 1999.

"We have the retail experience and the marketing piece," Arnold said. "With all of the skills and talents we have, I wouldn't put fashion design as one of them. We really needed that critical piece of the puzzle, and that's what Pepper and Henry have been able to bring to the table. I'm really happy with what we have so far. For Spring and as time goes on, we'll introduce more."

In the last few years, Monkey Sports has invested heavily in the company's infrastructure, Arnold said.

"We are now capable of growing significantly without skipping a beat," he said.

For the first four years, Monkey Sports was strictly an e-commerce operation.

Monkey Sports opened its first store in Santa Ana, Calif., in 2002. In 2010, the company opened a store in Woodbridge, N.J., followed by stores in Norwood, Mass., in 2012, and Irvine, Calif., in 2013.

Dubbed Superstores, the Norwood facility is 36,000 square feet, and the Irvine store is 26,000 square feet.

The company is currently building four more stores in the U.S. and ramping up its distribution network.



"We already have the properties. We're just going through the process of turning them into retail stores," Arnold said. "So by this time next year, we might have eight stores in the United States."

Monkey Sports is also in the process of relocating its headquarters and 150,000-square-foot distribution center from Corona, Calif., to a new 261,000-squarefoot space in Allen, Texas. The company also has a 10,000-square-foot distribution center in Massachusetts and plans to open a 25,000-square-foot distribution center in New Hampshire and a 20,000-square-foot DC in the Denver area within the next 12 months. The expanded distribution network will allow Monkey Sports to quickly fill online orders across the country and replenish inventory at its stores.

"If someone orders something, instead of always having California provide that, we have other options to service them much quicker," Arnold said. "And if one of our stores back East realizes we're out of something, we have a distribution center relatively nearby."

Although Monkey Sports has what Arnold describes as a "healthy international business, the vast majority is in the U.S." Online sales for Europe are handled out of Monkey Sports' office and retail store in Sweden.





EXPANSION PLAN: Monkey Sports began in 1999 as an e-commerce site specializing in hockey and lacrosse equipment. Today, the company has four stores in the U.S. and one international store. In the coming year, Monkey Sports will open four more U.S. stores. (Pictured, the Monkey Sports store in Norwood, Mass.)

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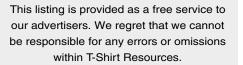
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- Understand garment construction, emb, screen print
- Prior exp communicating with China fty/US customer
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#### **Production Patternmaker**

Better contemporary brand has a position available for a production patternmaker. Must be efficient and accurate and have a minimum of 7 years experience in the better market. email resume to: apply@lagarmentindustry.com

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Expert draper/patternmaker. 20+ years experience all categories. Patterns, tech packs, fittings, samples, duplicates, small production. Highest quality available. Downtown location. 818-679-2007. mod@margaretondemand.com

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#### MARKER/GRADER

Growing manufacture is seeking marking/ grading individual with min. experience 5+yrs. Must have knowledge of both grading & marking, using Gerber system. Need to be able to work in fast pace company. Email: Elsa@secretcharm.com

#### SPEC WRITER/DIGITIZER

Wilt is seeking Spec writer and digitizer with MIN 1 YEAR EXP. Must know construction of a garment, sewing, how to Please and diaitize. email resume spec to parcandpearl@parcandpearl.com

#### RECEPTIONIST

Organized, dependable professional person with good phone and communication skills to answer phones and perform general office assistant's functions. Min 2 yrs. prior experience.

Please send resume to sohaila@designcollection.com

#### Accounting Clerk / Data Entry

Contemporary clothing mfg. needs exp'd personnel for immediate hiring: Proficient in QuickBooks, AIMS, Excel, knowledge in A/P and A/R, and general accounting. Must be reliable, flexible, detail, oriented, multi-tasked. Fax resume to: (323) 231-5231

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