

\$79 REPORT / FREE EXAMPLE / UNITED STATES

St. John Knits

Three AI hypotheses to test first.

Retain valuable clients. Fulfill the intended outfit. Learn which new products bring customers back. These are proposed interventions, not diagnosed failures or promised results.

1 / CLIENTELING

Recover the relationship

An associate-approved assistant prepares relevant looks and outreach for lapsed clients and clients of closed boutiques.

2 / INVENTORY

Fulfill the outfit

Demand and stock signals guide size placement across boutiques, partner doors and online.

3 / DISCOVERY

Read the new demand

Product understanding connects shopper intent to the range and returns unmet needs to merchants.

WHY THESE THREE

The H1 filing cites lower store traffic and softer wholesale demand. Online grew 31% in reporting currency. Revenue fell 10.5% in parent euro figures; a secondary call account gives about 5% in dollars. Store closures, channel migration and currency all matter. Start by distinguishing fewer returning clients from purchases blocked by product or stock. [2,3,26]



01 / AI HYPOTHESIS: CLIENTELING

Make the next interaction useful.



Proposed service journey. AI prepares; the associate decides.

HYPOTHESIS

Relevant, timely service can retain or recover purchases among consenting clients. Begin with lapsed customers and clients of closed boutiques. During the creative reset, compare how established clients and new shoppers respond; do not assume either group has rejected the range. [2,25]

WHAT AI CHANGES

Use permitted purchase and return history, explicit preferences, verified product details and current stock to prepare a short client brief, coordinated look and draft invitation. The associate reviews the context, fit questions and message before contact. St. John already offers personal shopping: this strengthens an existing service. [6]

TEST AND DECISION

Retail/clienteling, digital and finance compare the assistant with usual service and scheduled follow-up. Keep stock access, discounts and contact frequency comparable. Measure repeat and retained purchases across channels after returns, including staff time and costs. Stop if contact becomes unwelcome or the tool adds work without better service.

02 / AI HYPOTHESIS: INVENTORY

Put the complete look within reach.

Boutiques

33 own stores, June 2026

Nordstrom

32 doors, April interview



Reported distribution context, different dates. Stock-sharing and AI allocation are proposed; accounting classification and partner access need confirmation. [2,24]

**HYPOTHESIS**

Local demand signals can improve placement of available size and outfit combinations. Nordstrom matters: the CEO describes St. John-owned inventory in partner-staffed doors. This is stock risk, not ordinary wholesale sell-in. Allocation moves to first priority only if willing customers regularly cannot buy suitable variants. [24]

WHAT AI CHANGES

Forecast SKU/location demand with out-of-stock periods, returns, launches and reservations included. Recommend feasible transfers or reorders. Merchandise and planning teams review constraints: supplier lead time, presentation stock, booked appointments, delivery and moving cost. Sales alone miss demand that earlier stockouts prevented.

TEST AND DECISION

Planning, distribution and finance compare recommendations with merchant review and a size-cover rule. Track retained full-price contribution, request fulfillment, aged stock and stockouts after logistics cost. Keep classics separate from seasonal launches. Stop if stockouts rise.

03 / AI HYPOTHESIS: DISCOVERY

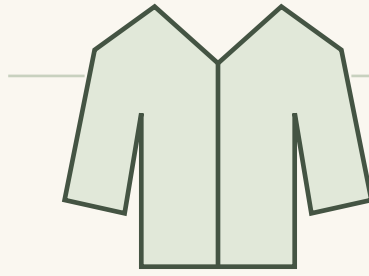
Turn shopper language into a useful match.

Occasion

Work, travel or evening

Fit

Garment measures, not guesses

**Material**

Verified fabric and care

Availability

The right size and channel

Illustrative product, not a St. John SKU. Attribute matching uses verified product facts; the diagram proposes a workflow, not current deployment.

HYPOTHESIS

Clearer product understanding can help shoppers find appropriate pieces and reveal missing needs. Humberto Leon was appointed creative director on 21 September 2026, after H1. Use the new range as a learning opportunity: attention is not proof of demand, and a product listing does not establish customer acceptance. [5,25]

WHAT AI CHANGES

Create reviewed attributes for occasion, silhouette, material and fit from approved specifications. Match queries to available products and route missing garment measurements to Client Services. Summarize repeated unmet searches and return reasons for merchants and designers. Never invent fit, care or stock claims. [8,9]

TEST AND DECISION

Digital, merchandising and Client Services compare AI enrichment with current search and manually curated tags under matched exposure and stock. Measure successful matches, retained purchases, service contacts and returns. Check whether it expands profitable demand or shifts purchases away from products that already work.

FEED THE NEXT BUY

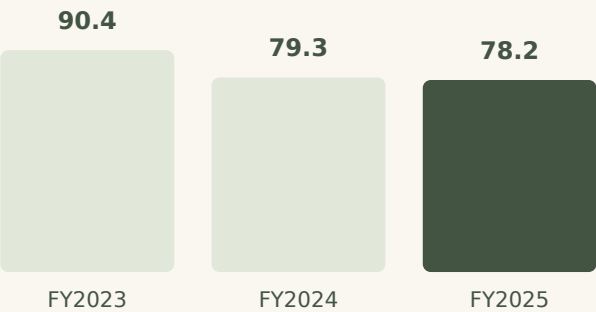
Separate core clients, new visitors, classics and creative launches. Pair search and appointment requests with retained sell-through before changing buy depth. Designers retain judgment over brand relevance and craftsmanship; popularity alone should not dictate the assortment.

04 / FINANCIAL DIAGNOSIS

Revenue is softer. Keep the currency straight.

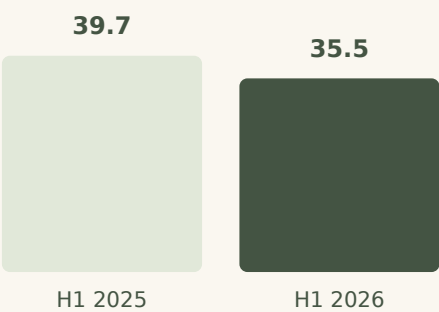
FULL FISCAL YEARS

EUR millions



LIKE-FOR-LIKE HALF YEARS

EUR millions



Reported brand revenue, EUR millions. Annual and half-year periods are separate. [1,2]

Period	Reported EUR m	USD reference m
FY2023	90.398	101.30
FY2024	79.267	88.83
FY2025	78.238	87.67
H1 2025	39.654	44.44
H1 2026	35.505	39.79

WHAT THE FINANCIALS TELL US

EUR 78.238m is FY2025 brand revenue; EUR 35.505m is H1 2026, not annual sales. FY2025 fell 1.3% in parent EUR figures but grew 3% in reporting currency. H1 reverses that recovery: -10.5% in EUR, approximately -5% USD in the secondary call account. The dollar column is a scale illustration at the ECB 9 October rate, 1.1206 USD/EUR, not historical dollar sales or US-only revenue. [1,2,4,23,26]

PROFIT HELPS DEFINE THE TEST

H1 gross margin was 69.6%; contribution margin was 12.3%. Contribution profit fell slightly, from EUR 4.470m to 4.359m. Approximately 88 of the 101 basis points of contribution-margin improvement came from gross margin; 13 came from the selling-cost ratio. Better margins do not establish recovered demand. Contribution is not operating or net profit. [2]

PRACTICAL IMPLICATION

Diagnose demand and channel migration before blaming allocation. Preserve retained contribution after returns and full test costs. Parent funding constraints favor a bounded, approved test rather than a large platform purchase.

05 / EVIDENCE THAT CHANGES THE PLAN

Borrow useful practices. Respect the differences.

US comparison	Visible service practice	Question for St. John
Lafayette 148	Beverly Hills: prepared styling and complimentary alterations	Is the appointment ready in the client's size? [10]
Akris	Boutique/home styling; conditional alterations and repair	Can cross-channel service remove a buying obstacle? [11]
Max Mara	Styling, appointments and click-and-collect	Is the next shopping step clear and convenient? [12]

WHY THIS IS COMPANY-SPECIFIC

St. John's coordinated wardrobes make fit, outfit completeness and the associate relationship central. FY2025 was roughly 76% DTC and 98% North America, including Canada. A growing owned-stock partner footprint and creative transition connect relationship retention, inventory placement and product learning. Service practices are observable; comparable peer conversion or inventory performance has not been established. [1,5,24,25]

TRENDS ARE A PROMPT TO INVESTIGATE

Bain's 2026 global luxury growth forecast is context, not a US womenswear average or realized benchmark. Compare occasions, silhouette and value expectations with actual query, appointment and retained-purchase signals. Do not assume a trend is missing merely because a competitor promotes it. [15]

BUILD ON INSTALLED CAPABILITIES

Fostr describes St. John's Shopify migration and CorralData names the brand in an analytics testimonial. Check current features and record joins before adding licenses. Suppliers and the Anaheim distribution center constrain feasible promises: a prediction has no value if the right garment cannot arrive. [16,17,21,22]

BENCHMARK HONESTLY

Group DIO of 207 is not St. John inventory days. No matched private-peer inventory, conversion or repeat benchmark was established. Define period, geography, category, stock ownership and denominator before comparing. Lower stock alone does not demonstrate better availability. [1]

06 / OUTSIDE-COMPANY REFERENCES

Three mechanisms worth examining.

LAFAYETTE 148 / CLIENTELING WORKFLOW

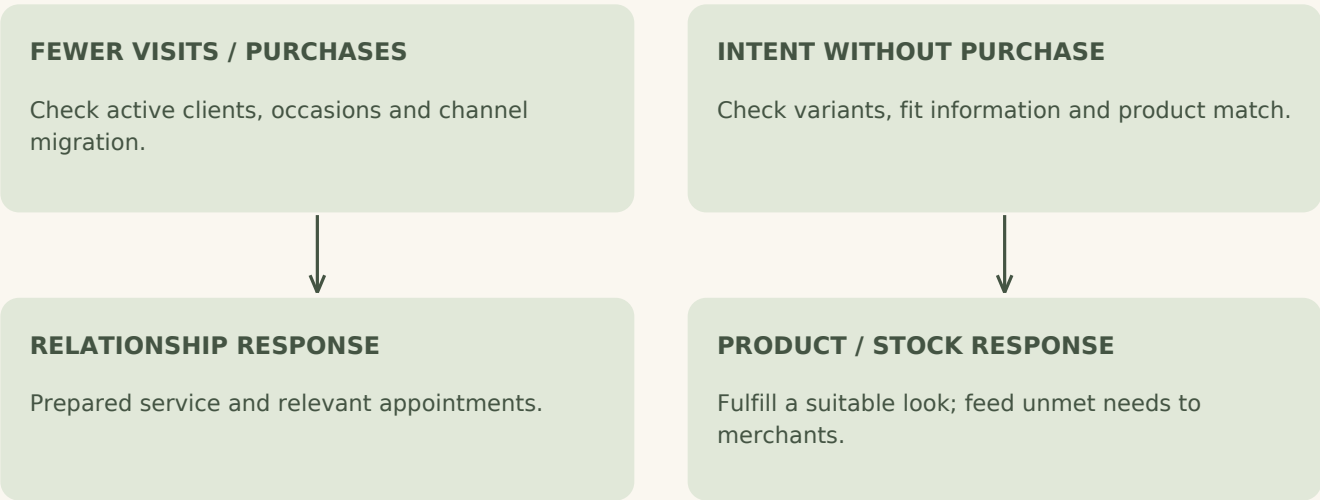
Proximity's 2 November 2022 case describes personalized associate outreach. The transferable idea is a usable service routine, not a claimed AI result. The historical digital-clienteling account lacks a complete causal comparison and cost base. For St. John, predictive ranking must earn its place against scheduled service. [18]

GUESS / DEMAND-LED REPLENISHMENT

Nextail describes AI-driven local forecasts and replenishment and claims a five-percentage-point improvement in full-price sell-through. The case page is undated; the July 2025 awards announcement provides dated context, not the measurement period. Guess differs in product mix and geography. Inspect the mechanism and measurement; do not transfer the result to St. John. [19,27]

A.L.C. / PRODUCT UNDERSTANDING

Lily AI's 10 April 2025 case describes enriched attributes for onsite and Google discovery, with implementation beginning in 2022. It reports a 129% net-sales lift across a mixed history of implementation and later tests. This is vendor-reported evidence, not whole-company growth or an expected St. John outcome. The useful mechanism is connecting shopper vocabulary to the catalog. [20]



Proposed diagnostic split: relationship demand versus intent blocked by product or stock. None of the outside cases validates the St. John hypotheses.

07 / HYPOTHESIS AND IMPLEMENTATION

Let the evidence change the order.

Priority	Evidence that moves it up	Simpler comparison
Clienteling	Lapsed clients or closed-store clients are not returning	Associate judgment + scheduled follow-up
Allocation	Willing shoppers cannot get suitable sizes or outfits	Merchant review + size-cover rule
Discovery	Qualified queries fail to match relevant products	Current search + manually curated tags

HOW WE DEVELOPED THE HYPOTHESES

We began with the reported demand and traffic pressure, checked channel changes and currencies, compared competitor service practices, and reviewed installed capabilities. Clienteling leads because it tests return behavior directly. Allocation protects observed intent; discovery tests product understanding and feeds the next buy. None is a proven root cause. Product appeal, value or buying power may require a different response.

A PRACTICAL FIRST MOVE

Join a permitted sample of purchases, returns, preferences, appointments, variant stock and partner sell-through. Establish client cohorts and lost-sale reasons. Run a bounded comparison only once records and teams are ready. A 90-day sequence can organize baseline, test and review, but repeat buying and collection launches may need longer observation.

PRICE AND MEASURE THE WHOLE INTERVENTION

Include data preparation, integration, software, model usage, training, associate review, measurement, support and exit. Compare extending existing tools with a process-only repair. Agree a worthwhile retained-contribution change before results are visible; control discounts, contact frequency and stock access. Stop for more returns, unwelcome outreach, extra stockouts or uneconomic work.

REVIEW AND SCOPE

This independent public-source example was not commissioned or endorsed by St. John. It contains no projected sales uplift or savings. The underlying analysis was critiqued by Claude; this shorter reader edition reorganizes that reviewed analysis and adds conceptual visuals. The detailed research remains in the supporting record.

SOURCES / 1

Evidence you can trace.

[1] Lanvin Group: FY2025 results presentation, St. John tables

30 April 2026; brand results before group eliminations

[2] Lanvin Group: H1 2026 semi-annual report

Six months ended 30 June 2026; filed September 2026; unaudited

[3] Lanvin Group: H1 2026 release

26 August 2026; e-commerce growth in reporting currency

[4] ECB: euro foreign exchange reference rates

9 October 2026; EUR 1 = USD 1.1206

[5] St. John: current US storefront

Observed 9 October 2026; collection and price sample

[6] St. John: services

Observed 9 October 2026

[7] St. John: returns

Observed 9 October 2026; online and boutique policies

[8] St. John: general body size guide

Observed 9 October 2026

[9] St. John: doubleface cashmere wool jacket

Observed 9 October 2026; product K61SC43, light grey melange

[10] Lafayette 148: Beverly Hills boutique

Observed 9 October 2026; location-specific services

[11] Akris US: boutique services

Observed 9 October 2026

[12] Max Mara US: special services

Observed 9 October 2026; participating-store conditions apply

[13] Akris US: collection, occasions and materials navigation

Observed 9 October 2026

[14] Max Mara US: current collection and categories

Observed 9 October 2026

SOURCES / 2

Evidence you can trace.

[15] Bain: 2026 luxury market spring update

14 July 2026 publication on Bain China; global context and forecasts

[16] Fostr: St. John digital platform account

Provider account; project described as 2023-present; observed 9 October 2026

[17] CorralData: retail analytics and St. John testimonial

Undated provider page; historical named executive testimonial; observed 9 October 2026

[18] Proximity: Lafayette 148 clienteling account

2 November 2022; historical provider case; observed 9 October 2026

[19] Nextail: Guess replenishment case

Undated provider case; observed 9 October 2026

[20] Lily AI: A.L.C. full-catalog discovery

10 April 2025; implementation beginning in 2022; provider account

[21] Lanvin Group: FY2025 Form 20-F

30 April 2026; operating model and supplier disclosures

[22] FY2025 Form 20-F: accessible copy of filed report

Mirror used to read the filing when direct SEC extraction exceeded size limit

[23] Lanvin Group FY2025 results release

30 April 2026; reporting-currency growth

[24] St. John CEO Mandy West: commercial strategy interview

27 April 2026; interview, not audited financials

[25] Lanvin Group: Humberto Leon creative director appointment

21 September 2026

[26] Lanvin Group H1 call highlights / GuruFocus

26 August 2026; secondary call account, not original transcript

[27] Nextail: 2025 Just Style awards announcement

2 July 2025; dated vendor announcement, not case measurement date