

SUSTAINABLE LUXURY LIFESTYLE · OPERATING PROOF

noMade

An evidence-led operating record of a sustainable luxury lifestyle brand conceived, designed, developed, manufactured and commercialised end-to-end by Virgili Studio.

WHAT THIS PROVES

A real brand. A complete operating system.

noMade was launched in 2019 as a sustainable luxury lifestyle brand. Sustainability was not a capsule, a communication layer or a single-material doctrine: it was the strategic centre of gravity of the brand.

The proof is not the framework alone. The proof is that the framework operated: product was developed, manufactured, distributed, retailed, sold directly, represented internationally and extended through selected commercial formats.

01 / BRAND

Built from zero.

Identity, creative direction, product universe, sustainability position and market language developed as one system.

02 / OPERATIONS

Made to operate.

Made in Italy manufacturing, specialist Moroccan craft, social enterprise, showroom, retail, wholesale, e-commerce and B2B.

03 / MARKET

Built internationally.

Commercial activity across four macro territories with physical and digital representation, top retail and selected partnerships.

noMade demonstrates Virgili Studio's capacity to conceive, build, launch, commercialise and govern an international lifestyle brand end-to-end.

AT A GLANCE

Operating scale, *made legible.*

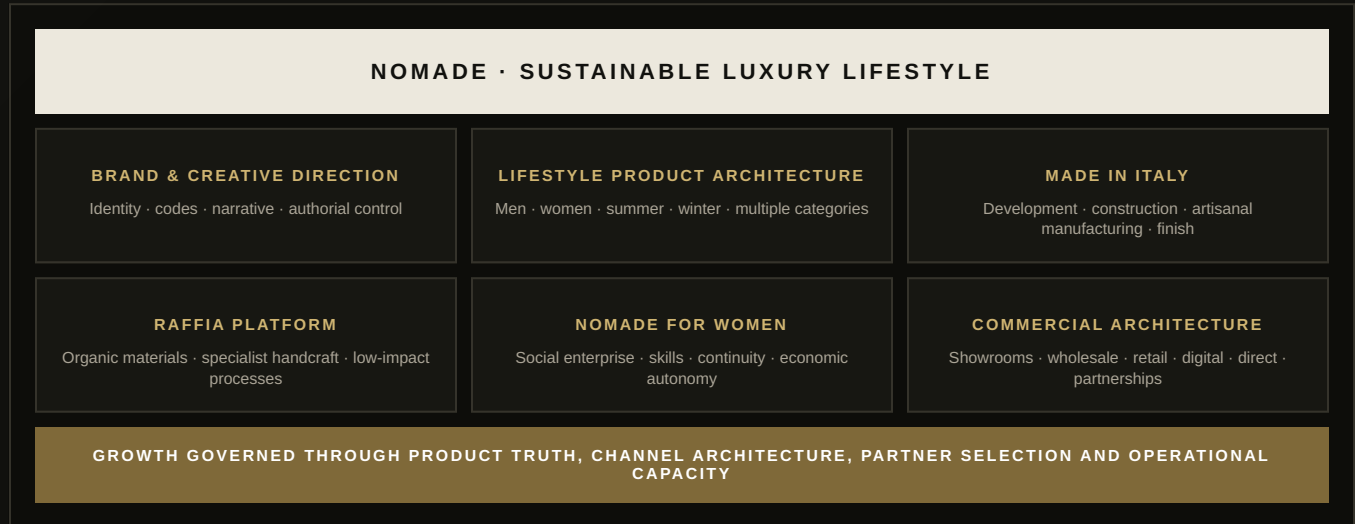
The metrics below make the operating scale visible while the broader commercial history remains deliberately represented at system level.

2019 LAUNCH Commercial activation from the outset.	~60 WOMEN ARTISAN NETWORK Scale of the noMade For Women social enterprise.	1 → 3 SHOWROOM STRUCTURES From one initial representation structure to three at peak development, including New York.	3 → 4 LA RINASCENTE SHOP-IN-SHOP Three in the first year of presence; four from the second.
ITALY & EUROPE Core commercial territory spanning Italy, continental Europe and premium resort markets.	RUSSIA & CIS Dedicated territorial representation and client development across Russia and former Soviet markets.	NORTH AMERICA Dedicated US partnership and New York showroom supporting the American / North American market.	ASIA-PACIFIC Commercial presence including Japan within a wider international wholesale architecture.

Selected evidence appears later in the document, representing a wider commercial record across markets, channels and partnerships.

THE OPERATING MODEL

Sustainability at the centre. *Everything else connected.*



The system was not closed to the market. It was designed to remain coherent while operating inside it.

BRAND PRINCIPLE

Not one material. *A way of building luxury.*

Sustainability at noMade was systemic: ethical, environmental, ecological, social and product-led. The brand translated those principles differently across seasons and categories rather than forcing every SKU into the same material formula.

ETHICAL

People, dignity, continuity.

Economic stability, capability development and a non-extractive relationship with the artisan communities embedded in the raffia system.

ENVIRONMENTAL

Lower-impact making.

Natural material pathways, vegetable dyeing and hand processes designed to minimise water, electricity and industrial waste intensity where the architecture allowed it.

ECOLOGICAL

Material intelligence.

Organic fibres, experimentation with alternative components and continuous development of more coherent product solutions.

PRODUCT

Quality and durability.

Sustainability linked to how a product was designed, constructed, finished and used - not only to its surface material.

A winter product did not need to imitate a summer raffia product to belong to noMade. Sustainable Lifestyle governed the brand; it did not reduce the brand to raffia.

PRODUCT BREADTH

A lifestyle brand. *Not a single-category proposition.*

The raffia product became one of noMade's most recognisable signatures, but the operating universe extended across men's and women's footwear, leather goods, accessories, travel and apparel.

MEN'S FOOTWEAR
WOMEN'S FOOTWEAR
SUMMER
WINTER
RAFFIA
LEATHER GOODS
BAGS
TRAVEL BAGS
ACCESSORIES
HATS
APPAREL
SILK PYJAMAS
VELVET JACKETS
DECONSTRUCTED CASHMERE
PREMIUM MATERIALS
SPECIAL CAPSULES

THE CORE IDEA

Sustainable Lifestyle meant a coherent way of building luxury across seasons, materials and use occasions.

CLAIM DISCIPLINE

Brand position and SKU claims are not the same thing.

Selected premium or exotic-material capsules did not redefine the identity of noMade. They required precise product-level claims while the wider brand remained anchored to sustainable luxury as its strategic position.

PRODUCT & MANUFACTURING

Italy was the *industrial protagonist.*

noMade's product system was rooted in Italian design, development, construction, artisanal manufacturing and finishing. Morocco was a specialist craft platform inside that architecture, not the totality of the manufacturing model.

01

CREATIVE DIRECTION

Identity and product intent established under a single authorial position.

02

PRODUCT DEVELOPMENT

Lasts, materials, constructions, proportions and seasonal requirements resolved.

03

MADE IN ITALY

High-level craft manufacturing, assembly, finishing and quality discipline.

04

MARKET PRODUCT

Commercial-ready product built for wholesale, retail and direct channels.

CRAFT**Manual construction mattered.**

The product proposition depended on genuine artisanal capability, not industrial styling cues applied after the fact.

DEVELOPMENT**Technical work, not styling alone.**

The system included bespoke sole development, alternative component research and constructions calibrated for luxury, resort and nautical use cases.

SIGNATURE SYSTEM

The most radical expression *of the sustainability thesis.*

The raffia platform united organic material, specialist Moroccan handcraft, product development, Made in Italy completion and the noMade For Women social enterprise inside a single distinctive product system.

HANDCRAFT

Specialist know-how.

Men's and women's raffia footwear, bags and accessories built around a specific local expertise and extensive manual work.

LOW IMPACT

Material and process.

Natural fibre pathways, vegetable dyeing and craft processes designed to reduce industrial water, electricity and waste intensity.

DEVELOPMENT

Capability was upgraded.

The inherited craft was developed technically to meet the fit, consistency, product and quality expectations of a luxury brand.

Morocco was not a low-cost sourcing decision. It was a specialist craft competence that noMade chose to develop, stabilise and integrate into an international luxury product architecture.

ETHICAL INFRASTRUCTURE

Not CSR. *Part of the operating model.*

The approximately 60 women involved describe the scale of the artisan network. The programme itself was about capability, economic continuity, dignity, family compatibility and the preservation of a specialised craft.

Capability development. Raffia skills were improved to meet higher product and quality standards.

Economic continuity. The objective was stable work and income rather than purely seasonal, extractive sourcing.

Women's autonomy. The model supported greater economic independence and continuity of employment.

Well-being. Work conditions were structured around dignity and compatibility with family responsibilities.

Knowledge preservation. Craft was treated as a capability to strengthen, not a commodity to consume.

Commercial integration. Social impact was connected to real international product demand and brand growth.

noMade For Women turned social sustainability into production infrastructure: value creation, skill development and product quality were designed to reinforce each other.

DEVELOPMENT LOGIC

Sustainability had to *survive product reality.*

noMade's product work balanced material intent, seasonal function, luxury construction and real-world use. Sustainable design was treated as development work, not as an aesthetic shorthand.

ORGANIC DEVELOPMENT

Alternative sole and component research.

Development included organic and hemp-based solutions alongside other constructions selected according to function and category.

RESORT / NAUTICAL

Product built around use.

White-rubber sole constructions supported resort and nautical use cases where clean, functional contact surfaces mattered.

SEASONALITY

Summer and winter required different answers.

The brand applied sustainability principles across different material and construction realities rather than treating raffia as a universal solution.

CRAFT STANDARD

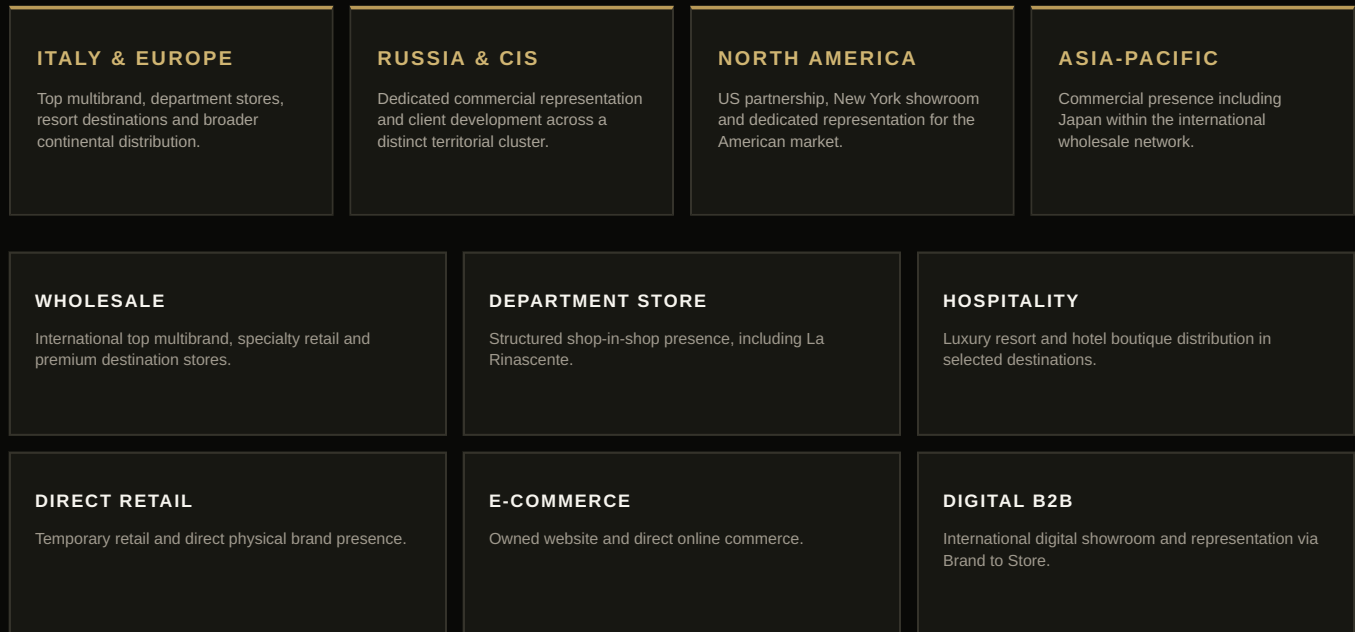
High-manufacture product.

Manual work, finishing, fit and construction quality remained central to the luxury position.

GO-TO-MARKET

Distribution was not avoided. *It was architected.*

noMade was commercial from launch. Physical representation, wholesale, retail, digital and direct channels developed in parallel as a real international operating structure.



COMMERCIAL INFRASTRUCTURE

Territorial reach *was built deliberately.*

01

INITIAL SHOWROOM STRUCTURE

Commercial activation from the first operating phase.

02

MILAN / EUROPE + RUSSIA & CIS

By the third year, two showroom structures supported differentiated territorial development.

03

NEW YORK ADDED

By the fourth year, the US partnership and New York showroom completed a three-structure architecture.

MILAN**INTERNATIONAL REPRESENTATION**

Italy, Europe, Northern Europe and broader international client development.

SPECIALIST**RUSSIA / CIS FOCUS**

Dedicated relationships and territorial knowledge across Russia and former Soviet markets.

NEW YORK**NORTH AMERICAN REPRESENTATION**

Dedicated US partnership and showroom structure for the American / North American market.

The showroom count is a measure of infrastructure, not a count of markets. The commercial footprint was broader than the physical structures through which it was represented.

MULTI-CHANNEL BY DESIGN

A brand present *where luxury was actually bought.*

The commercial system connected top multibrand, department stores, resort destinations, hospitality boutiques, direct retail and digital channels rather than relying on a single route to market.

TOP MULTIBRAND

Selected premium retailers across Italy and international markets, including destination luxury locations.

DEPARTMENT STORES

Structured shop-in-shop architecture within La Rinascente.

RESORT RETAIL

Presence in premium destinations including Côte d'Azur, Mykonos and other luxury resort markets.

HOSPITALITY BOUTIQUES

Multi-year presence in selected Rocco Forte properties including Verdura Resort and Masseria Torre Maizza.

DIRECT BRAND RETAIL

Temporary stores and direct physical retail activations in selected Italian locations.

DIGITAL DIRECT

Owned website and e-commerce complemented physical distribution.

The value of the channel architecture was breadth with coherence: wholesale scale, direct access, destination retail and digital distribution could coexist without reducing noMade to a single commercial model.

PHYSICAL PRESENCE

Retail was structured, *not occasional.*

LA RINASCENTE

3 → 4

Shop-in-shop development.

Three shop-in-shop in the first year of presence, expanding to four from the second. Key locations included Milan, Rome, Florence and Turin.

DIRECT RETAIL

Temporary stores and brand-led presence.

Temporary retail activations included Milan and Forte dei Marmi, complementing wholesale and department-store distribution.

DESTINATION

Luxury resort environments.

Premium destination retail created a natural context for the Sustainable Lifestyle proposition, particularly the resort product universe.

HOSPITALITY

Rocco Forte boutique presence.

Selected hotel boutiques, including Verdura Resort and Masseria Torre Maizza, extended the brand into luxury hospitality over multiple seasons.

DIGITAL COMMERCE

Website, e-commerce *and a digital showroom.*

Digital was part of the commercial infrastructure, not a late communication layer.
noMade operated both direct-to-consumer and business-to-business digital channels.

OWNED WEBSITE

Brand-controlled digital presence.

A proprietary website carried the product universe, brand narrative and direct relationship with the market.

E-COMMERCE

Direct retail online.

The owned e-commerce channel extended the direct-retail architecture beyond physical temporary and shop-in-shop formats.

BRAND TO STORE

Digital B2B representation.

Brand to Store operated as an international digital showroom and commercial representation platform for wholesale buyer access - not as a generic marketplace.

Physical showrooms and digital representation were complementary layers of the same international commercial architecture.

OUTLOOK, NOT AN EXHAUSTIVE LIST

Four commercial regions. *Many individual markets.*

The purpose of the footprint is to show breadth without implying that the named examples form the entire client list.

ITALY & EUROPE

Italy as core market, wider European distribution, Northern Europe, France / Côte d'Azur, Spain and premium resort locations.

RUSSIA & CIS

Dedicated representation serving Russia, Ukraine and former Soviet republics within a broader CIS architecture.

NORTH AMERICA

US commercial partnership and New York showroom supporting distribution across the American / North American market.

ASIA-PACIFIC

Commercial presence including Japan, with the region treated as part of the international wholesale outlook.

Selected stores, cities and destinations are evidence points. The operating claim is broader: noMade had a developed international commercial structure spanning multiple territories and channel types.

FROM LAUNCH TO INTERNATIONAL STRUCTURE

Growth happened early. *Infrastructure followed scale.*

2019

Launch

Sustainable Lifestyle proposition enters the market with product, identity and commercial activation from the outset.

EARLY PHASE

Wholesale + direct

Initial showroom, top retail relationships, website, e-commerce and international buyer development operate in parallel.

SCALE PHASE

Two structures

Commercial architecture expands with differentiated international coverage and a specific Russia / CIS representation focus.

RETAIL CONSOLIDATION

Shop-in-shop + B2B

La Rinascente grows from three to four shop-in-shop; hospitality, temporary retail and digital B2B deepen channel breadth.

NORTH AMERICA

New York

US partnership and New York showroom create the third physical representation structure and extend North American reach.

Growth was not deferred until a theoretical system was complete. The system matured while the brand was already operating in the market.

DIFFERENT MODELS, ONE PRODUCT AUTHORITY

Own brand, white label *and selected co-branding.*

The examples below demonstrate different commercial formats. They are selected proof points rather than a complete collaboration register.

WHITE LABEL · OSCAR JACOBSON

**Existing noMade product
selected at volume.**

A product conceived, designed, developed and industrialised by noMade / Virgili Studio was selected by Oscar Jacobson and commercialised under the Oscar Jacobson brand.

CO-BRANDING · FEFÈ NAPOLI

**Selected collaborative
expression.**

A co-branding format brought noMade product and Fefè Napoli together, including presentation around Pitti Uomo.

CO-BRANDING · NAMMOS MYKONOS

**Luxury destination
extension.**

A selected co-branding linked noMade to the Nammos Mykonos environment through its Monte Carlo corporate counterpart, extending the lifestyle logic into destination luxury.

The significance is not the count of named collaborations. It is the ability to operate across distinct commercial formats while maintaining product authorship and brand coherence.

TRADE PRESENCE

The market record *was international.*

01

TRADE · ITALY

Pitti Uomo

Selected trade presence and presentation within the international menswear environment.

02

FOOTWEAR · MILAN

MICAM Milano

Men's and women's collection presentation within one of the industry's principal footwear trade platforms.

03

FASHION · MILAN

WHITE Milano

Selected presence within Milan's international fashion trade environment.

Representative examples from a broader trade programme across Italy and key European fashion and footwear markets.

REPRESENTATIVE MARKERS

Selected markers *of real operation.*

04

DEPARTMENT STORE

La Rinascente

3 → 4 shop-in-shop: three in the first year of presence, expanding to four from the second.

05

DIGITAL B2B

Brand to Store

International digital showroom and commercial representation layer for wholesale buyer access.

06

WHITE LABEL

Oscar Jacobson

A noMade-designed and developed product selected at significant volume and commercialised under the Oscar Jacobson brand.

07

INDUSTRY EDITORIAL

Made in Italy · Sustainability

Selected editorial recognition within the footwear, Made in Italy and sustainable-luxury discourse.

These markers are intentionally selective and represent a wider commercial, retail, digital and editorial record.

SYSTEM DISCIPLINE

Growth was enabled *by constraints that mattered.*

OPERATING PRINCIPLE	WHAT IT GOVERNED	WHY IT MATTERED
Single creative authority	Identity, product language, seasonal coherence and collaboration fit.	Prevented external commercial pressure from becoming uncontrolled design direction.
Product truth	Material, construction, function, fit and manufacturing feasibility.	Kept the sustainability position connected to actual product development rather than claims alone.
Territorial representation	Showroom coverage and specialist market knowledge.	Allowed different commercial regions to be developed with appropriate representation structures.
Channel architecture	Wholesale, shop-in-shop, hospitality, direct retail, e-commerce and digital B2B.	Created breadth without depending on one distribution model.
Partner format discipline	Own-brand wholesale, white label and co-branding.	Allowed commercial opportunity without confusing product authorship or brand role.
Social-production integration	noMade For Women and the raffia platform.	Made social value part of production, capability and quality rather than an external CSR narrative.

OPERATING OUTCOME

The system created *commercial range without losing the thesis.*

ENABLED	OPERATING MANIFESTATION	PROTECTED
International scale	Four macro territories, physical representation and dedicated market structures.	A coherent Sustainable Lifestyle position.
Category breadth	Men's and women's footwear, leather goods, accessories, travel and apparel across summer and winter.	Product-level truth instead of one-material simplification.
Channel breadth	Wholesale, department stores, hospitality, direct retail, e-commerce and digital B2B.	Control over how and where the brand entered the market.
Commercial formats	Own brand distribution, selected white label and selected co-branding.	Clear product authorship and commercial role.
Social impact	noMade For Women embedded in real production and international product demand.	Capability, dignity and continuity within the artisan network.
Sustainable innovation	Raffia platform, lower-impact craft, material experimentation and alternative component development.	A sustainability position rooted in making, not only in communication.

Governance became visible in the ability to hold product, sustainability, social infrastructure and market execution together while the brand was operating and expanding.

TRANSFERABLE CAPABILITY

What noMade proves
Virgili Studio can do.

NOMADE SYSTEM ELEMENT	VIRGILI STUDIO CAPABILITY	MANDATE APPLICATION
Sustainable Lifestyle position	Brand foundation + strategic positioning	Brand creation, repositioning, identity architecture
Lifestyle product universe	Merchandising + product architecture	Category expansion, collection systems, product governance
Made in Italy + specialist craft	Industrial architecture + product development	Manufacturing design, sourcing, craft integration, quality systems
noMade For Women	Social infrastructure + sustainability design	Embedded impact programmes connected to real operating systems
International showroom network	Commercial architecture + market development	Territorial representation, wholesale and partner strategy
Retail / digital channel mix	Go-to-market + channel architecture	Department store, direct retail, e-commerce and B2B design
White label / co-branding	Partnership governance + product authority	Collaboration structures that preserve authorship and commercial logic

Virgili Studio enters mandates where brand, product, manufacturing, commercial architecture and governance must operate as one system.

SYSTEM PROOF · 2026

A working system. *Not a retrospective story.*

noMade is evidence of end-to-end brand operation: sustainable luxury positioning, product development, manufacturing, social enterprise, international commercial architecture, retail, digital commerce and market execution.

The work begins from the condition, the authority available and the outcome that must hold.

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