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From the Selected Works of Sheng Lu

June, 2014

2014 U.S. Fashion Industry Bechmarking Study

Sheng Lu, *University of Rhode Island*



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UNITED STATES
FASHION INDUSTRY ASSOCIATION

2014 U.S. Fashion Industry Benchmarking Study

By

**Dr. Sheng Lu, Assistant Professor
Department of Textiles, Fashion Merchandising and Design
University of Rhode Island**

in collaboration with the United States Fashion Industry Association

June 2014

Introduction

Rising costs. Increasing competition. Mushrooming regulatory requirements, as well as navigating global risks to guarantee corporate social responsibility. It's enough to give sourcing executives a gloomy outlook. As we learned in our first-ever U.S. Fashion Industry Benchmarking Survey, however, sourcing executives are actually quite optimistic about the next five years.

In 2005, the United States Association of Importers of Textiles & Apparel (USA-ITA) was instrumental in eliminating the global apparel quota system, and since then, the industry has globalized, leading to dramatic changes in the industry's sourcing and business strategies. In November 2013, we rebranded as the United States Fashion Industry Association (USFIA) to better communicate this idea of globalization, and emphasize our work on the new challenges the industry faces every day in the United States and around the world.

To mark our 25th anniversary year, we conducted this comprehensive survey of executives at leading fashion brands, retailers, importers, and wholesalers to get a handle on what exactly those sourcing and business strategies entail, and which trade and regulatory issues are most concerning to our members. This data not only provides useful insight for the broader industry, but will also help the association focus our advocacy activities as we continue to work to eliminate the tariff and non-tariff barriers that impact fashion companies doing business globally.

The following pages reflect the thinking in the industry today on a wide range of issues. We're grateful to the dozens of companies, both members and non-members, who participated and shared their insights. And we must thank Dr. Sheng Lu of the University of Rhode Island for his work to crunch the numbers and prepare the analysis.

What's clear is that our mission to eliminate those barriers to trade remains a high priority for fashion brands and retailers. While we may have been successful in getting rid of the quotas, there is a lot more to do. Fashion brands and retailers must juggle ever more complicated challenges related to cost, compliance, and competition. And the Free Trade Agreements and preference programs that should cut costs and minimize the impact of high duties simply don't work for most companies. It's clear that our work is cut out for us!

We hope you find this report useful, and please feel free to contact us if you have any question about the data or what it means for the future of the industry.

With best regards,

Julia K. Hughes
President
United States Fashion Industry Association (USFIA)

Executive Summary

Overall, respondents are optimistic about the five-year outlook for the U.S. fashion industry. They are worried about rising cost, but expect only moderate cost increases in 2014.

- The respondents report overall positive views on the outlook for the U.S. fashion industry, with 89 percent optimistic or somewhat optimistic about the next five years. This figure varies by company type, with self-identified retailers, importers, and wholesalers generally more optimistic than self-identified manufacturers and suppliers.
- 81 percent of respondents rank rising production or sourcing cost as their greatest or second-greatest business challenge in 2014, making the factor the top industry concern of the year.
- But respondents anticipate only moderate increases in sourcing cost in 2014—78 percent expect sourcing cost to increase slightly or moderately, and only 3.7 percent expect it to increase substantially.

China will remain the dominant supplier, though Vietnam and Asia as a whole are seen as having more growth potential.

- Currently, 100 percent of respondents source from China.
- When asked about the next two years, about 50 percent of respondents expect a decrease in sourcing value or volume from China. But even those companies who expect less sourcing from China anticipate that there will be only a modest decrease. Another 50 percent expect no change or even a slight increase in sourcing value or volume from China.
- Of respondents who expect to increase their sourcing from the United States, 54 percent still expect their value or volume from China will either stay the same or increase.
- Vietnam is the second-largest sourcing base for respondents, with nearly 90 percent of respondents currently sourcing there. Indonesia, Cambodia, and Bangladesh also rank highly.

Companies aren't leaving Bangladesh, and are committed to compliance there and elsewhere.

- Currently, 76.9 percent of respondents source from Bangladesh.
- Despite last year's tragedies in several of its garment factories, Bangladesh is still regarded as a popular sourcing destination with growth potential. 60 percent of respondents say they expect to somewhat increase sourcing from Bangladesh in the next two years, and 5 percent say they expect to strongly increase sourcing from Bangladesh in the next two years. Another 15 percent expect no change in their current scale of sourcing in Bangladesh. We surmise this reflects companies' commitments to improving factory safety and compliance in Bangladesh, and building a long-term relationship with local suppliers.
- Related, companies are committed to compliance in general, with the vast majority of respondents (86 percent) supporting the inclusion of environmental and labor clauses in future free trade agreements or preference programs between the United States and its trading partners.

Companies continue to look for opportunities closer to home, including the United States, as they diversify their sourcing base.

- Currently, 84 percent of respondents source in Central America and the Caribbean Basin, and 76.9 percent source in the United States. Respondents express strong interest in expanding sourcing in these regions, too.
- Companies with the most diversified global sourcing bases seem more likely to commit to sourcing in the United States, and sourcing in the United States seems to be a component of an overall strategy to diversify sourcing—not cut back on imports.

Companies are diversifying their sourcing base and expect to continue to do so. However, current FTAs and preference programs don't represent a major component of respondents' sourcing base.

- The majority of respondents (52 percent) report currently sourcing from 6-20 countries, while another quarter source from more than 20 countries. The majority of respondents (56 percent) expect their sourcing base will become more diversified in the next two years.
- Despite the diverse sourcing strategies among respondents, they report a fairly low utilization rate of most FTAs and preference programs between the United States and its trading partners. The North American Free Trade Agreement (NAFTA), the Dominican Republic-Central America Free Trade Agreement (CAFTA-DR), the African Growth & Opportunity Act (AGOA), and the U.S.-Korea Free Trade Agreement (KORUS) are the top four most-used FTAs and preference programs among respondents. All other enacted FTAs and preferences programs have utilization rates of less than 20 percent among respondents, and some are not used at all by respondents.

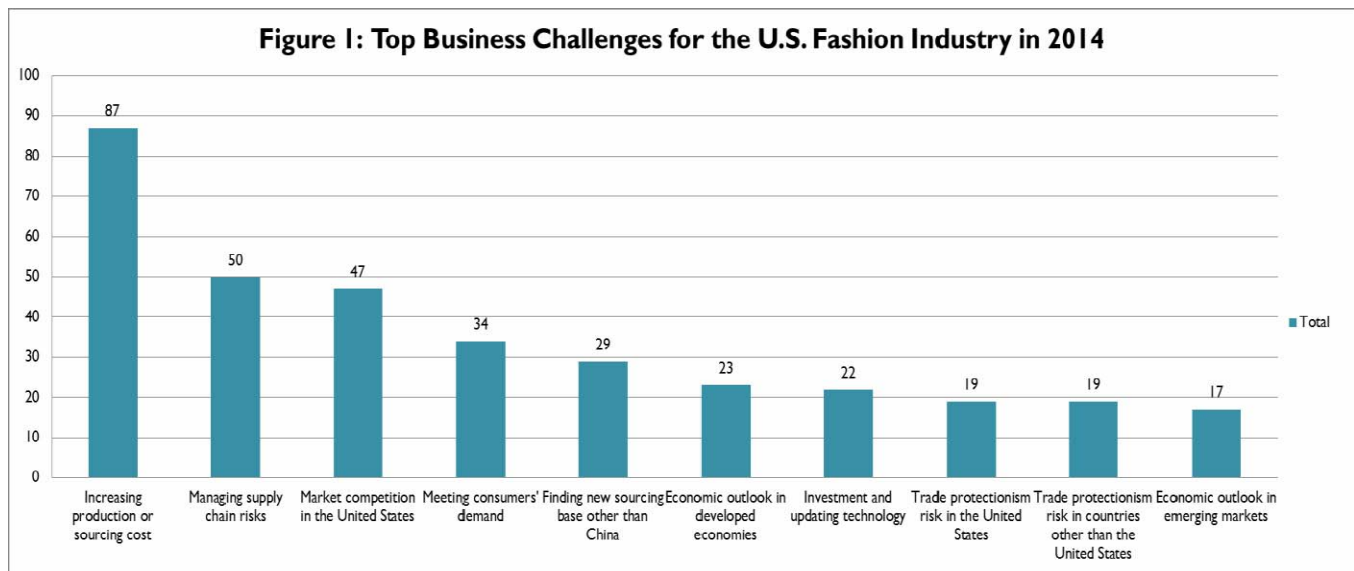
Respondents welcome the passage or renewal of all future trade agreements that intend to remove trade barriers and facilitate international trade in the industry.

- Respondents are most interested in the completion of the Trans-Pacific Partnership (TPP), passage of Trade Promotion Authority (TPA), and renewal of the Generalized System of Preferences (GSP) among all agreements under negotiation or discussion.
- Additionally, 85 percent of respondents expressed strong support or support for abandoning the yarn-forward rules of origin, compared with just 7 percent who somewhat oppose the initiative.

I. Business Environment of the U.S. Fashion Industry

Top Business Challenges

To gauge the overall business environment of the U.S. fashion industry, respondents were asked to select the top five existing or potential issues that pose the greatest challenges to their businesses in 2014, and to rank these issues in order of importance (Figure 1).



Note: The total score for each issue is calculated based on weighted average as follows: 1st importance =5 points, 2nd importance =4 points, 3rd importance=3 points, 4th importance=2 points and 5th importance=1 point.

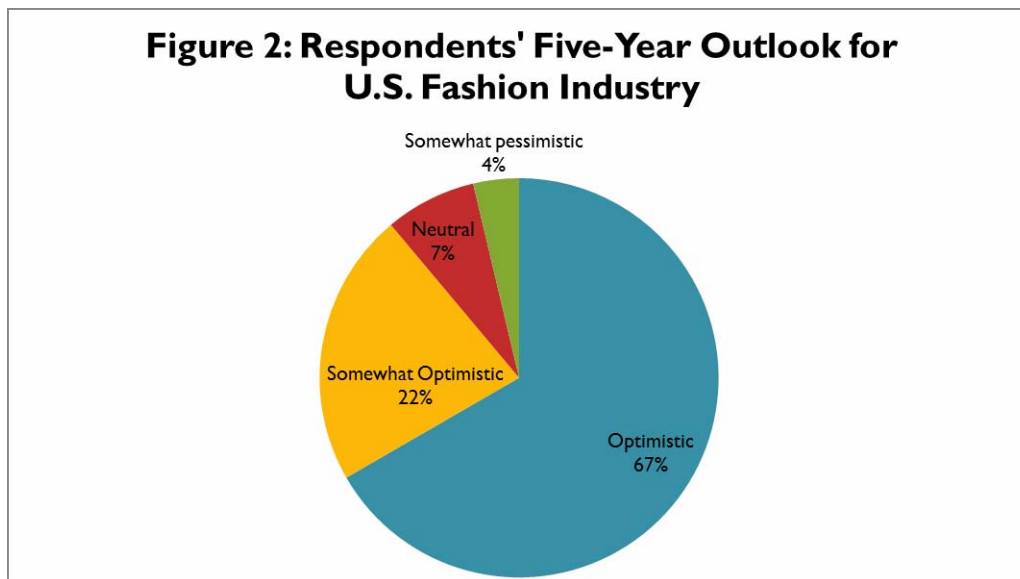
In 2014, rising production or sourcing cost is the top concern for the U.S. fashion industry, with 81 percent of respondents ranking it as their greatest or second-greatest business challenge. This comes as no surprise considering the media attention given to rising costs in the industry, but it's interesting to see which specific costs respondents believe will have the greatest impact, too (See: "Pressure of Sourcing Cost.")

Other top-ranked industry challenges include: (2) managing supply chain risks; (3) market competition in the United States; (4) meeting consumers' demand; (5) finding new sourcing base(s) other than China; (6) economic outlook in developed economies, investment and upgrading technology, trade protectionism risks both in the United States and in other parts of the world, and the economic outlook in emerging markets. Many of the respondents' top challenges are international in scope, which reminds us that the U.S. fashion industry is global in nature in the 21st century.

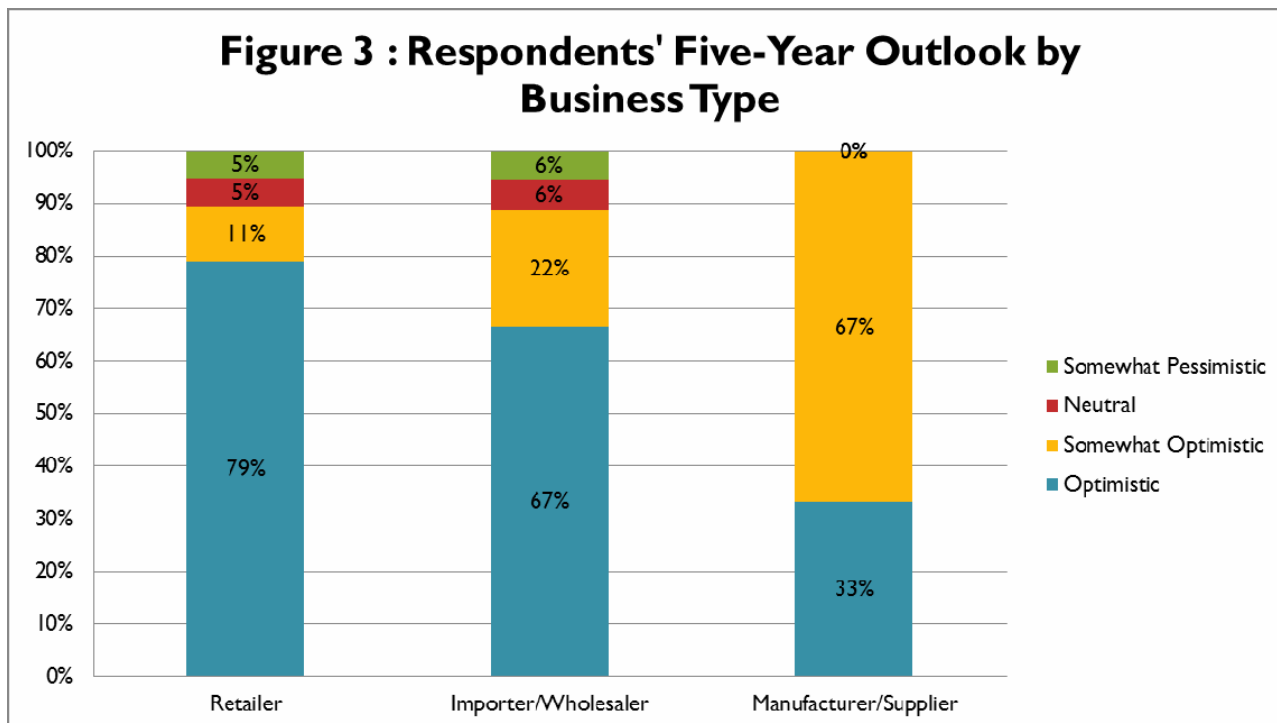
It is useful to also keep in mind the issues that did not make the list of top 10 challenges for the U.S. fashion industry in 2014: (11) compliance with trade regulations; (12) human resources, including talent recruitment and retention; (13) intellectual property rights protection; (14) political tensions in developing countries; (15) market competition in markets other than the United States; and (16) currency value: impact of exchange rate on competitiveness/profitability.

Industry Outlook in the Next Five Years

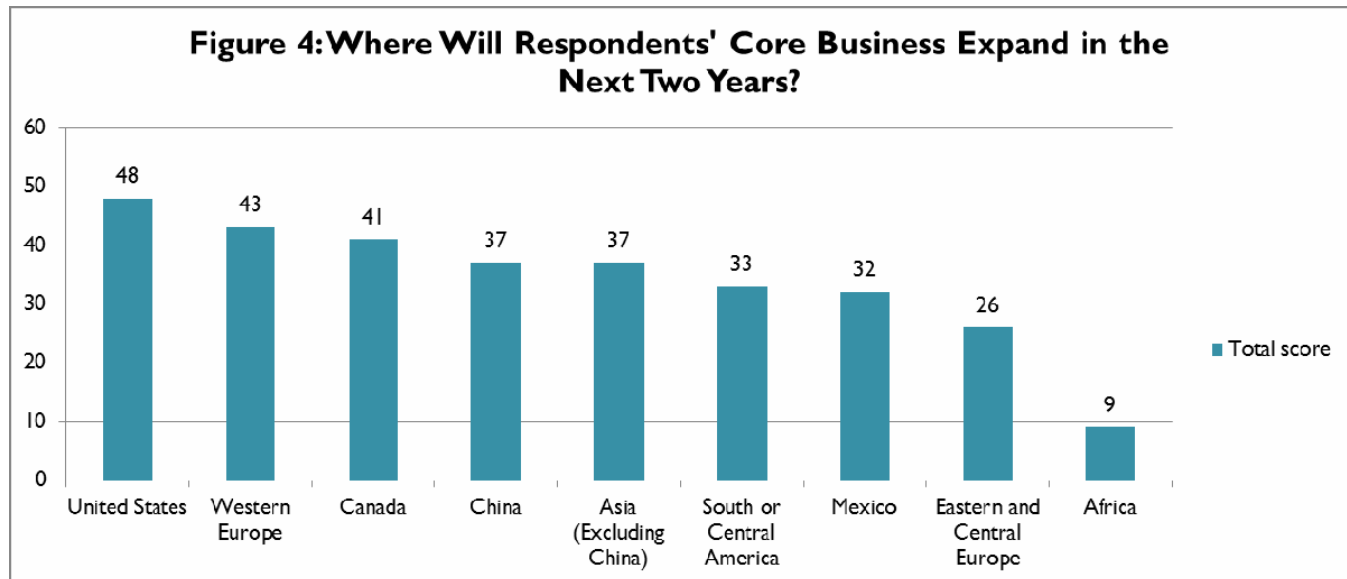
The respondents report overall positive views on the five-year outlook for the U.S. fashion industry. As shown in Figure 2, 89 percent are either optimistic or somewhat optimistic about the next five years. Only 4 percent of respondents were somewhat pessimistic, and none of the respondents are pessimistic.



The industry outlook varies among different types of companies. While 79 percent of self-identified retailers are optimistic, only 67 percent of self-identified importers/wholesalers and 33 percent of self-identified manufacturers/suppliers are optimistic (Figure 3).



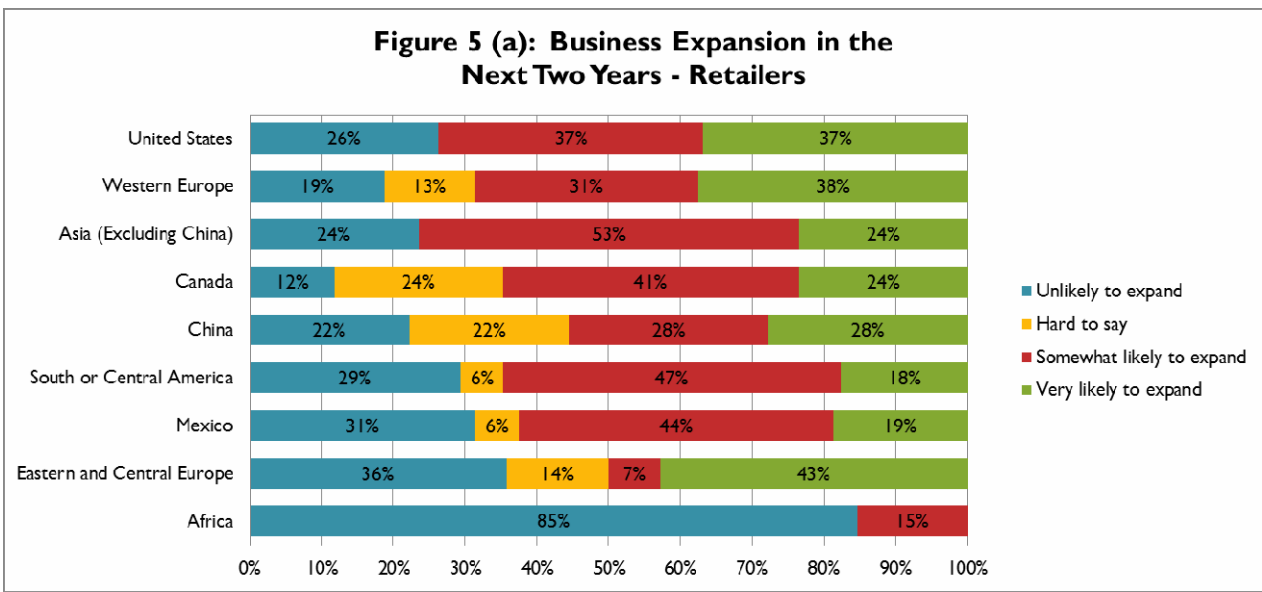
Growing Markets in the Next Two Years



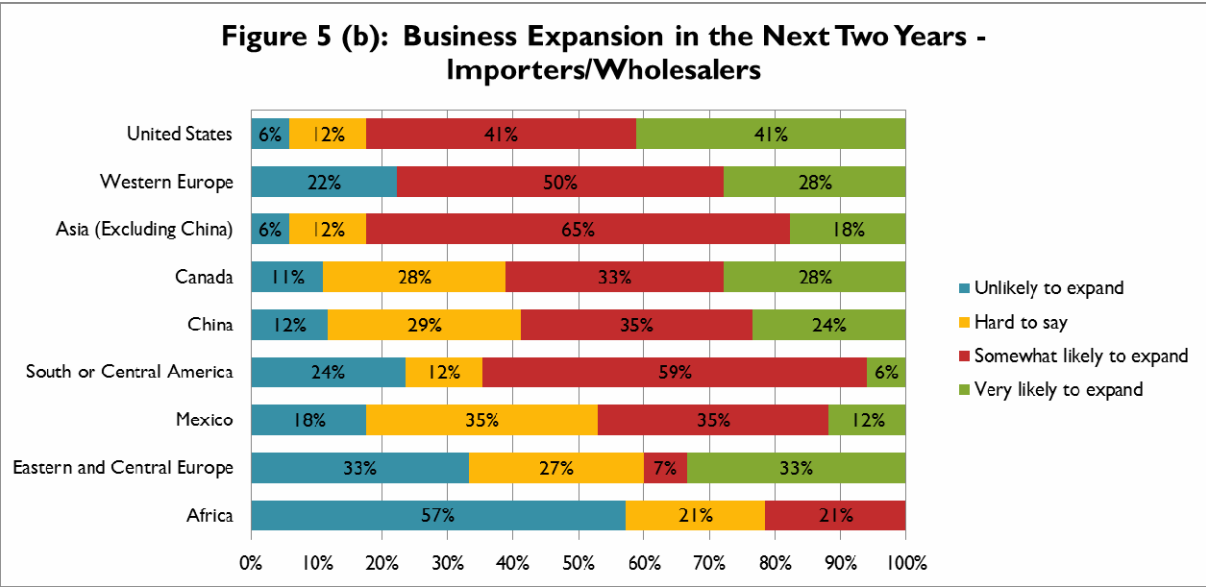
Note: Respondents were asked about the likelihood of their business expansion in each of the above regions. Total score for each region is calculated based on weighted average as follows: Unlikely to expand=0 point, hard to say=1 point, somewhat likely to expand=2 points and very likely to expand=3 points.

Although emerging markets such as the BRIC countries (i.e. Brazil, India, Russia, China, and South Africa) are often mentioned as the top choices for business growth, **respondents report that the United States, Western Europe, and Canada are the top three regions where their core business activities are most likely to expand in the next two years (Figure 4).**

This view is fairly consistent across different business types. As shown in Figure 5(a), 74 percent of self-identified retailers say they are somewhat or very likely to expand retail businesses in the United States in the next two years, followed by Western Europe (69 percent) and Canada (65 percent).



As shown in Figure 5(b), self-identified importers/wholesalers, 82 percent say they are somewhat or very likely to expand sourcing or wholesaling businesses in the United States in the next two years, and 78 percent and 65 percent say they would do so in Western Europe and Canada, respectively.

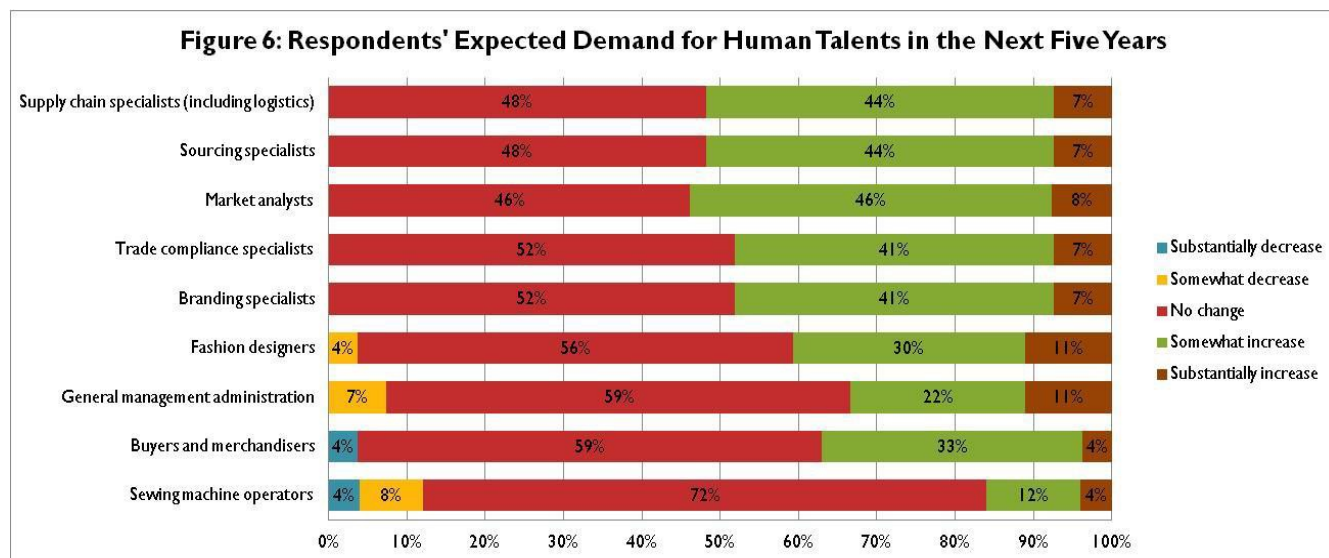


Moreover, Asia as a whole remains an attractive destination for market expansion by fashion companies, with 77 percent of self-identified retailers and 83 percent of self-identified importers/wholesalers somewhat likely or very likely to expand core businesses in the region in the next two years.

However, due to rising labor cost and the recent economic slowdown, respondents' prospects for business expansion in China turns out to be mixed and moderate. As shown in Figure 5(a) and Figure 5(b), 44 percent of self-identified retailers and 41 percent of self-identified importers/wholesalers are either unlikely to or feel unsure about expansion in China in the next two years.

Additionally, although the rise of Africa is a hot topic, respondents have no plan to expand businesses in the region, at least in the near term. As shown in Figure 5(a) and Figure 5(b), 15 percent of self-identified retailers and 21 percent of self-identified importers/wholesalers indicate they are somewhat likely to expand business in Africa in the next two years. In comparison, 85 percent of self-identified retailers and 57 percent of self-identified importers/wholesalers say that business expansion in Africa is unlikely to happen in the near future.

Demand for Human Talent in the Next Five Years



Despite the optimism on the business outlook, **respondents overall seem to be cautious about increasing new hires in the next five years**. Nearly 50 percent of respondents indicate that they will maintain the current size of the workforce in the next five years for key categories of positions listed in Figure 6.

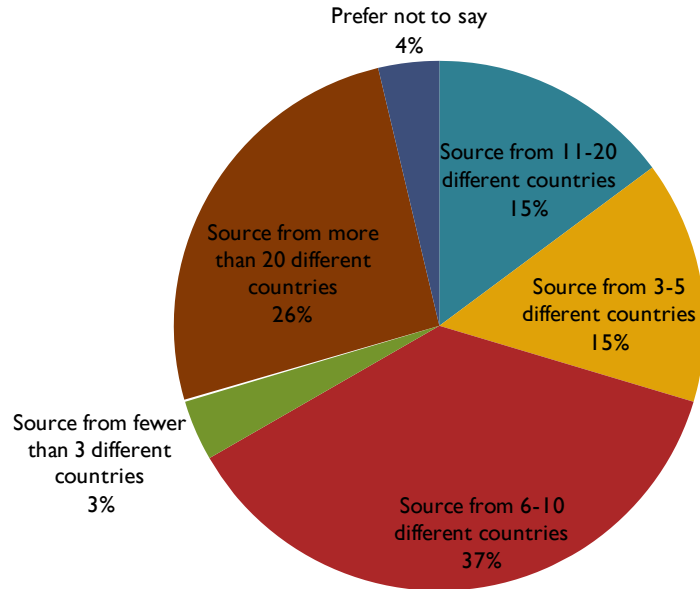
Nevertheless, the five-year job outlook in the U.S. fashion industry differs by position. As shown in Figure 6, demand for human talent in the areas of sourcing, supply chain management, market analysis, trade compliance, and branding seems most likely to increase. In comparison, demand for sewing machine operators and general management administration seems most likely to decline. The contrasting job outlook for these positions implies the changing business priorities of respondents in the years ahead, along with the ongoing structural readjustment of the U.S. fashion industry.

II. Sourcing Practices in the U.S. Fashion Industry

Sourcing Base

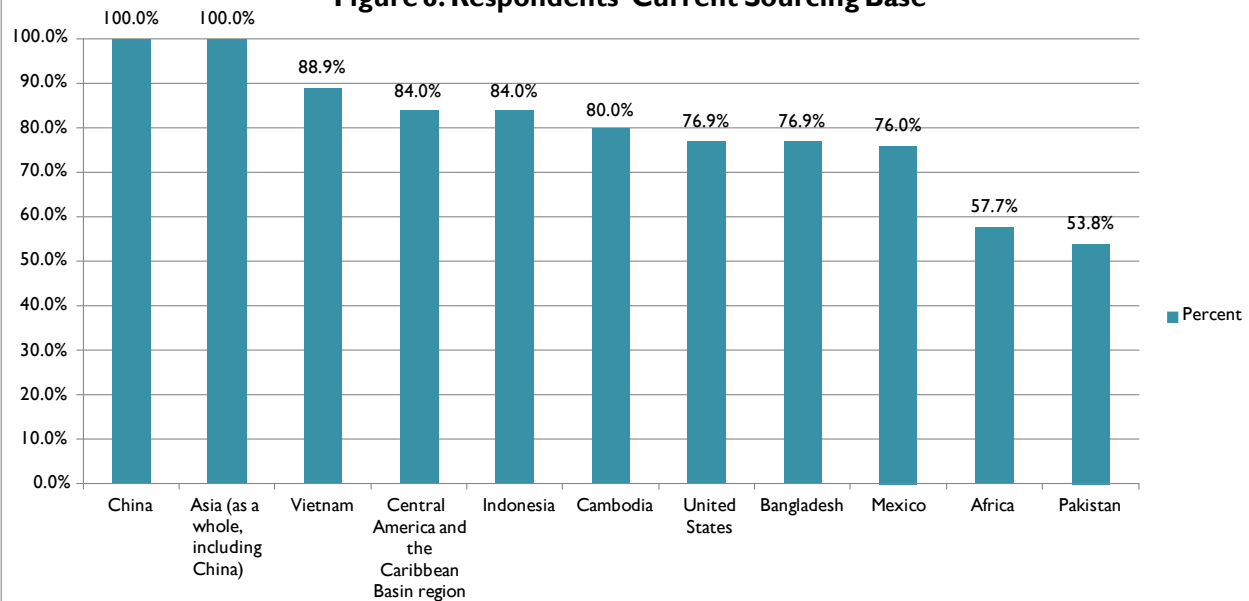
The globalization of the fashion industry is real. Among respondents, the majority of companies (52 percent) source from between 6-20 countries, while another quarter (26 percent) source from more than 20 countries (Figure 7). This figure is especially interesting when you consider the attention given to “China plus one,” but it’s clear that for most companies, the strategy of choice is “China plus many.”

Figure 7: How Diversified is Your Company's Sourcing Base?



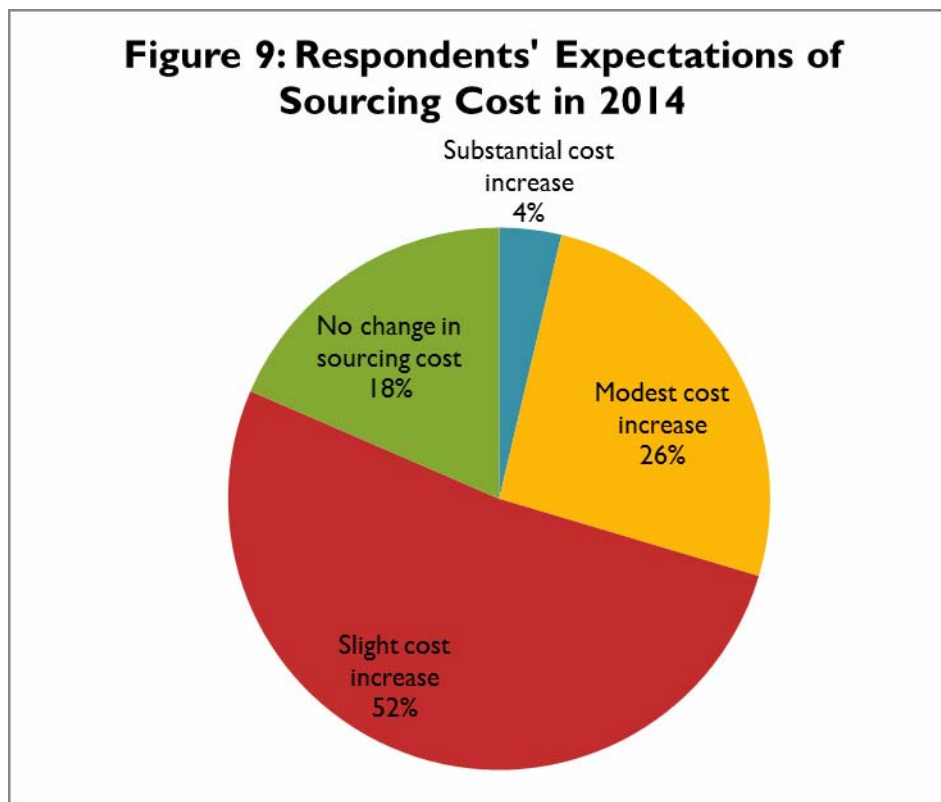
In terms of geographic locations, **respondents report that Asia—particularly China and Vietnam—as well as Central America and the Caribbean Basin region are the most frequently utilized sourcing destinations.** This finding is consistent with the official trade statistics. A little surprising, however, is that **nearly 77 percent of respondents claim that they currently source products from the United States.**

Figure 8: Respondents' Current Sourcing Base

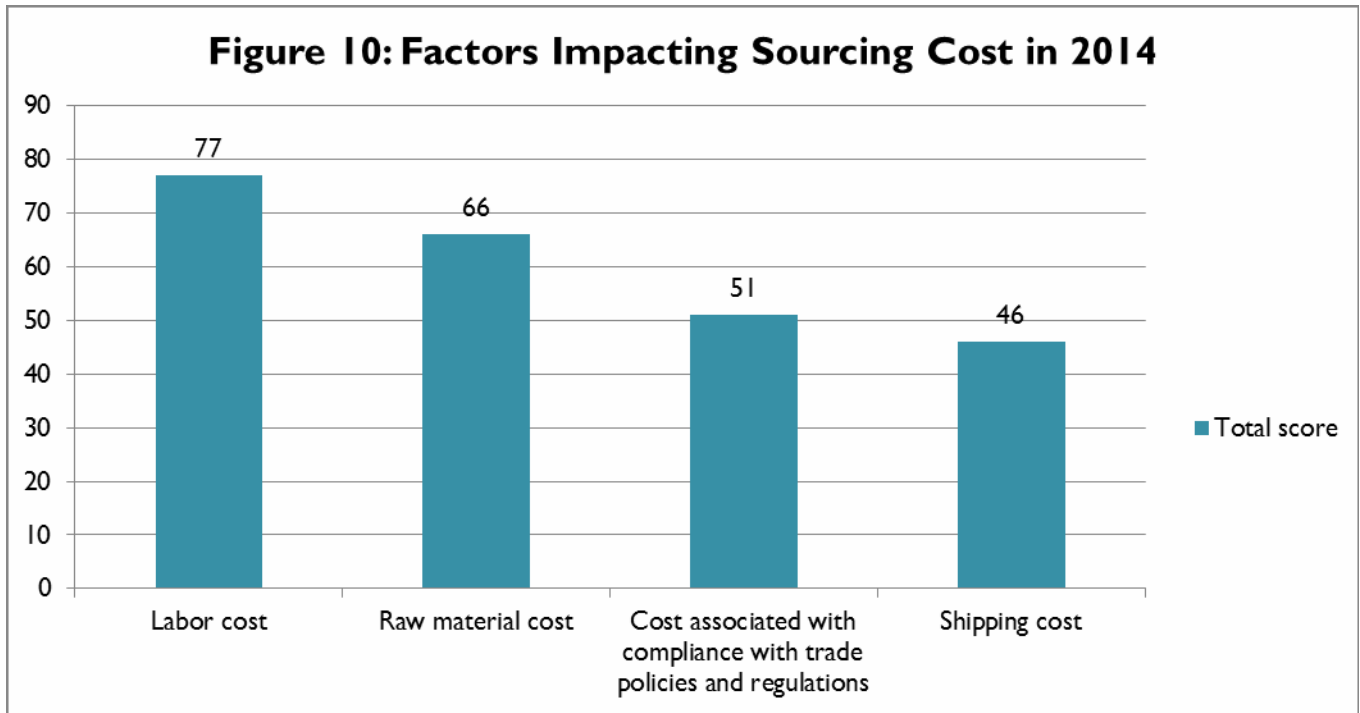


Pressure of Sourcing Cost

Although rising sourcing cost is ranked as the top business challenge, respondents expect only moderate cost increases in 2014. As shown in Figure 9, 78 percent of respondents say they expect their companies' sourcing cost (i.e. price per piece) will increase slightly or moderately in 2014, while only 3.7 percent of respondents expect a substantial increase.



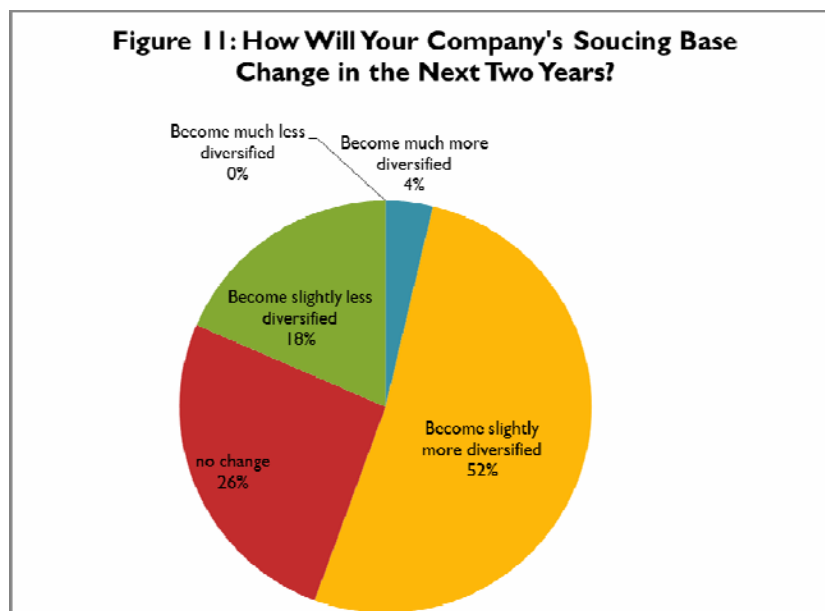
What factors do the respondents believe will most impact price? As shown in Figure 10, rising labor cost is ranked the highest, followed by raw material cost. This result is no surprise given the nature of fashion products like apparel and the observed rising labor and material costs worldwide in recent years—and the fashion industry cannot do much to control these factors. However, it should be noted that the cost associated with compliance with trade policies and regulations is ranked as the third most influential factor impacting sourcing cost this year and beyond. This result reminds us the necessity of continuing the efforts to eliminate trade barriers and cut “red tape” at the border so as to help the U.S. fashion industry reduce the compliance cost as well as the overall sourcing cost.



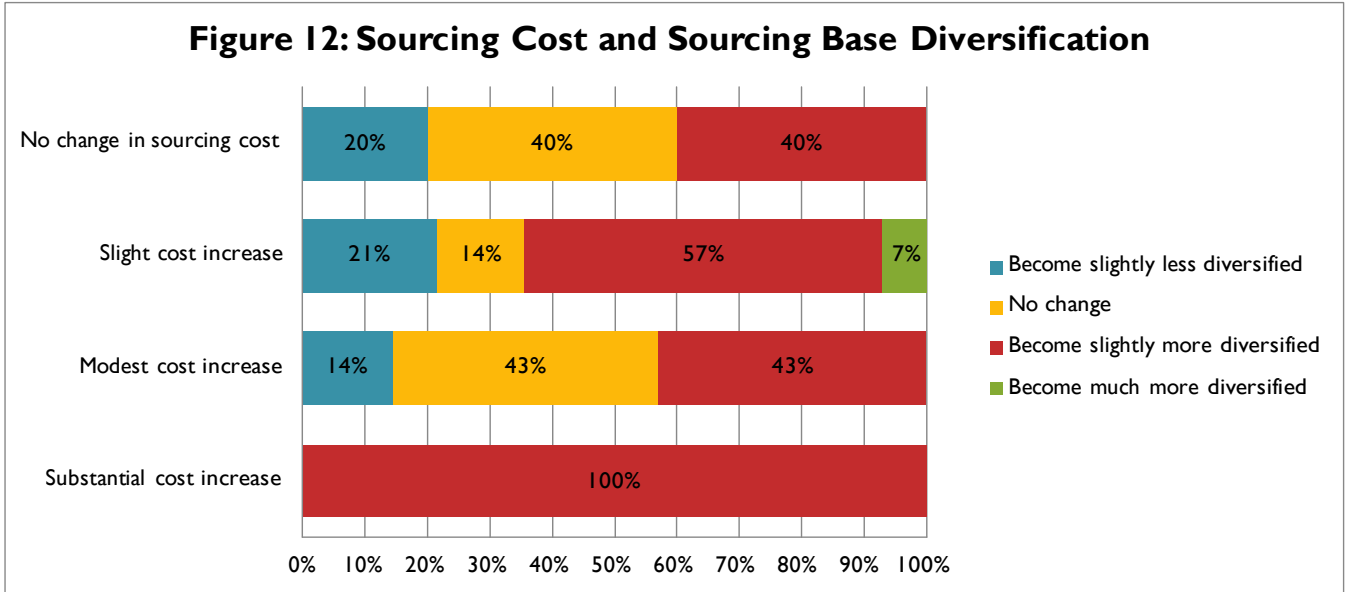
Note: Respondents were asked to rank the impact of each factor on sourcing cost from 1 (no impact) to 5 (very high impact). Total score for each factor is calculated based on weighted average as follows: 1=0 point, 2=1 point, 3=2 points, 4=3 points and 5=4 points.

Changing Sourcing Practices

In response to the changing business environment, particularly the pressure of rising sourcing cost, the majority of respondents (56 percent) expect their sourcing base will become more diversified in the next two years. However, about a quarter (26 percent) say they do not expect their company's sourcing base to change, and, in fact, 18 percent expect their company's sourcing base to become slightly less diversified.



It is also interesting to note that there is no strict, linear relationship between sourcing diversification strategy and reported pressure of rising sourcing cost. As shown in Figure 12, among those respondents who expect modest increase of sourcing cost in the next two years, only 43 percent plan to make their sourcing base more diversified, while 43 percent would not make a change, and the remaining 14 percent even plan to consolidate their sourcing base.



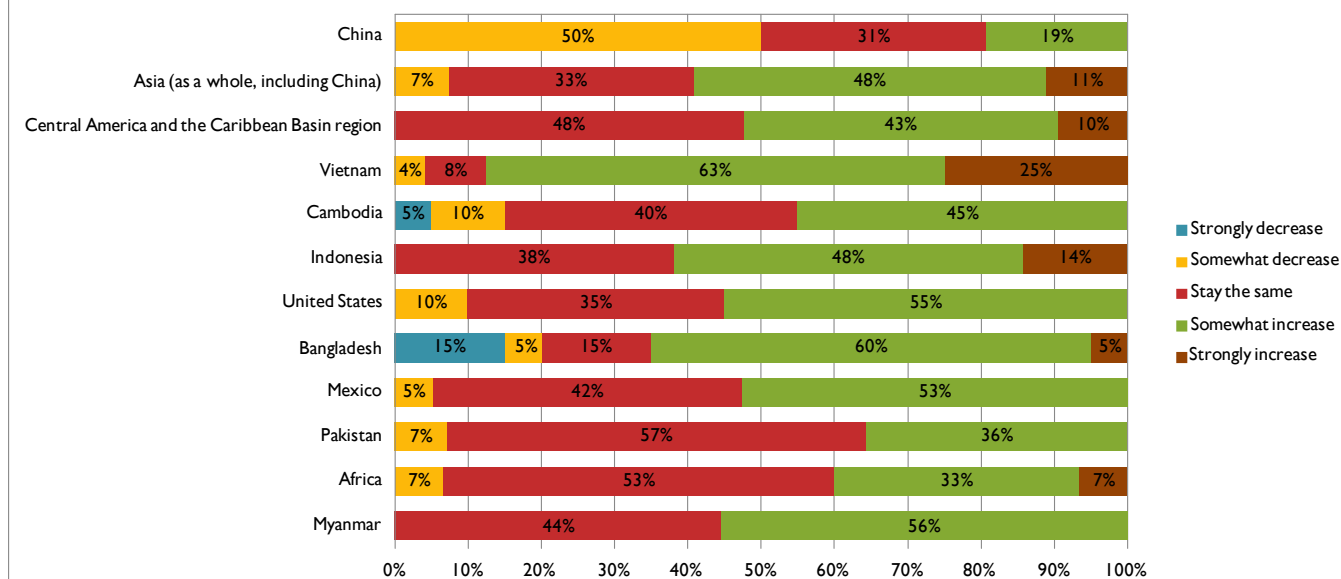
We can draw several interesting findings on geographic locations of sourcing bases from Figure 13.

First, although respondents are actively seeking alternatives to China, China will nonetheless remain an important sourcing base in the years ahead, as 50 percent of respondents say they expect no change or a slight increase in their sourcing value or volume from China in the next two years. Another 50 percent of respondents say their sourcing value or volume from China will decrease in the next two years, it will not be a significant decrease. Even so, despite the media hype about a move away from China, it's clear that China will continue to remain dominant.

Second, Asia's position as a dominant sourcing destination will continue. The respondents not only do not plan to leave Asia, but also indicate interest in increasing sourcing from several Asian countries in the next two years, particularly Vietnam, Myanmar, Pakistan, Bangladesh, and Indonesia. **Of particular note, despite last year's tragedies in several of its garment factories, Bangladesh overall is still regarded as a popular sourcing destination with growth potential.** In fact, 60 percent of respondents say they expect to somewhat increase sourcing from Bangladesh in the next two years, and 5 percent say they expect to strongly increase sourcing from Bangladesh in the next two years. Another 15 percent expect no change in their current scale of sourcing in Bangladesh. We surmise that this data reflects companies' commitments to improving factory safety and compliance in Bangladesh, and commitment to continue to source there in the medium to long term.

Third, respondents express strong interest in expanding sourcing in the Western Hemisphere, including Central America and the Caribbean Basin as well as the United States, which receive unanimous support from respondents. This is in contrast with respondents' mixed views towards some Asian countries such as China and Bangladesh.

Figure 13: Respondents' Expected Sourcing Value or Volume Change from the Following Regions in the Next Two Years

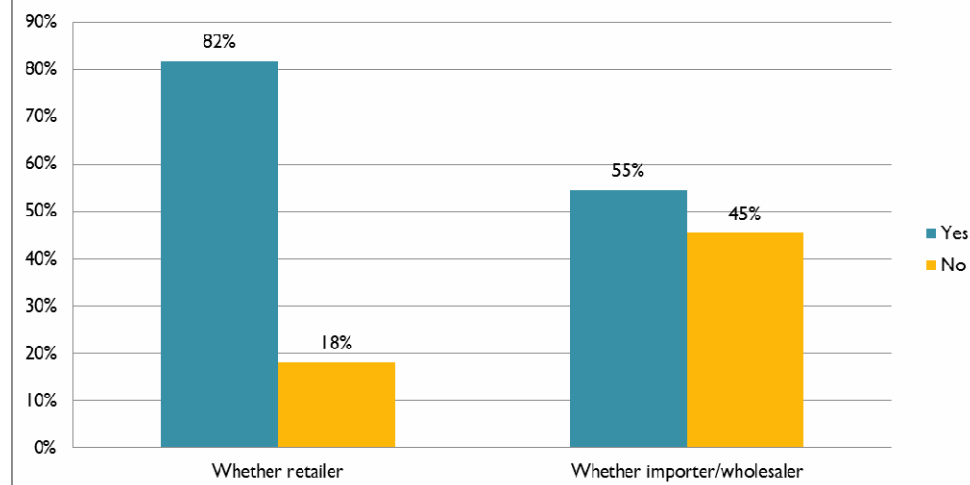


Sourcing “Made in USA”

Given the emerging popularity of sourcing products “Made in USA” among survey respondents, Figures 14 -16 provide more insights into this phenomenon.

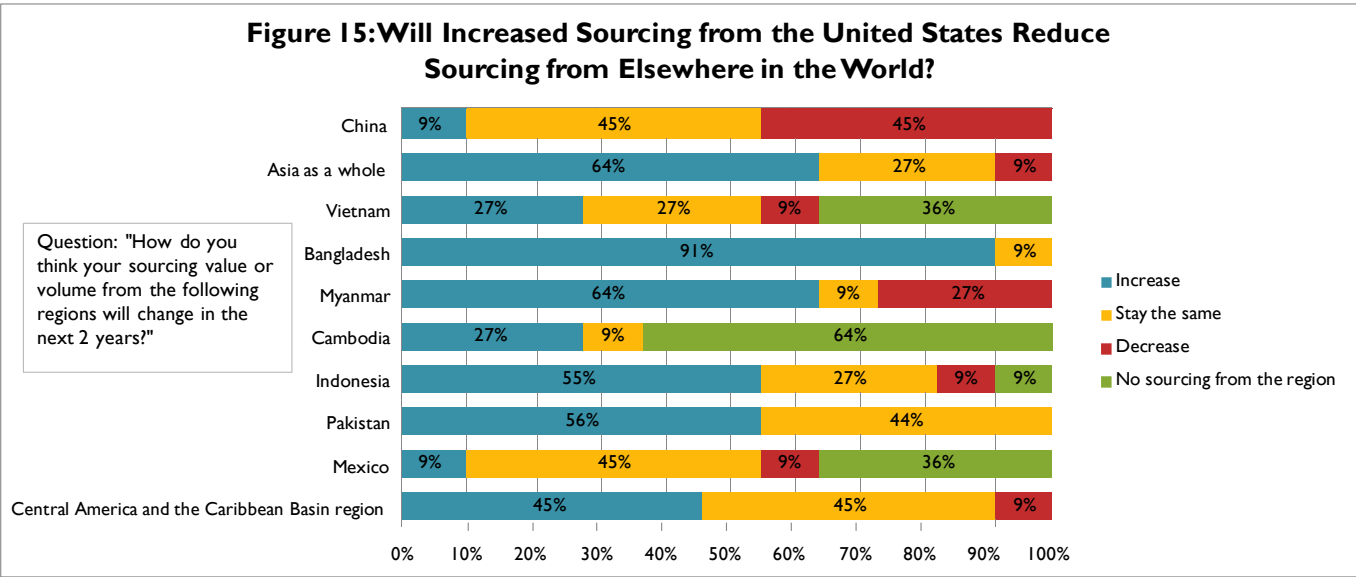
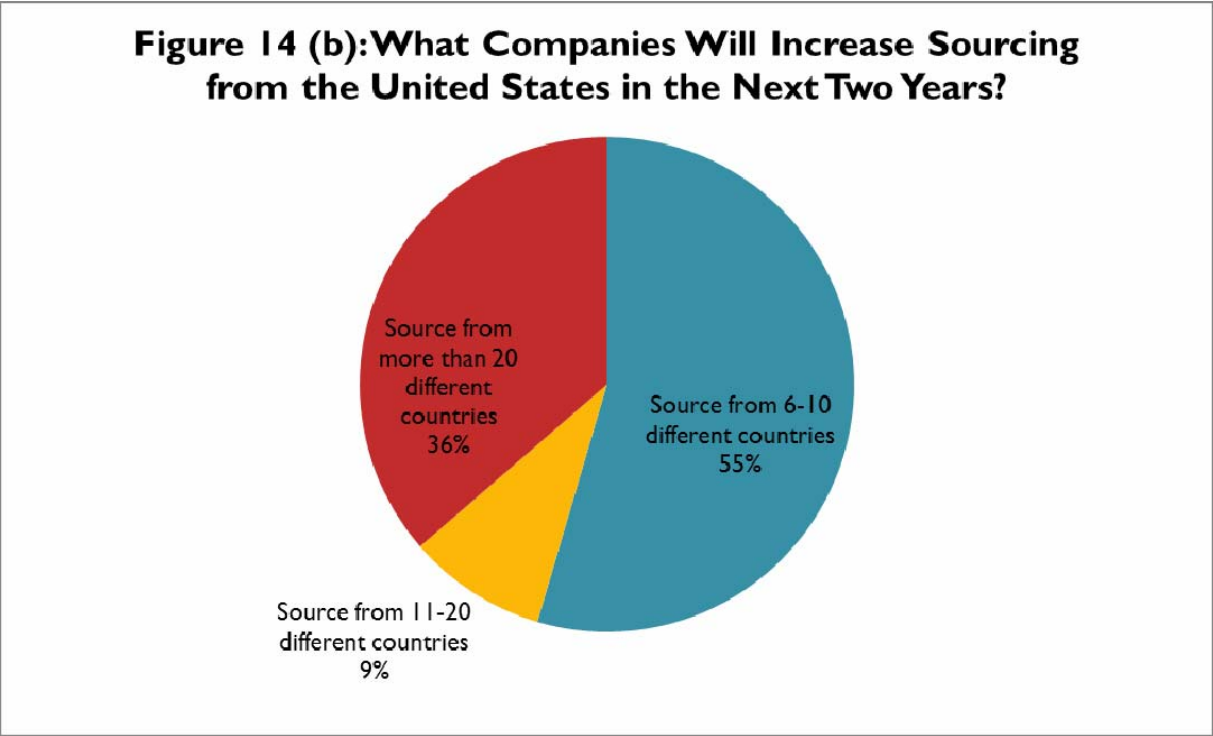
First, the decision to source in the United States is related to company type. Among respondents who plan to increase sourcing from the United States in the next two years, 82 percent are retailers while only 55 percent are importers/wholesalers.

Figure 14(a): What Companies Will Increase Sourcing from the United States in the Next Two Years?



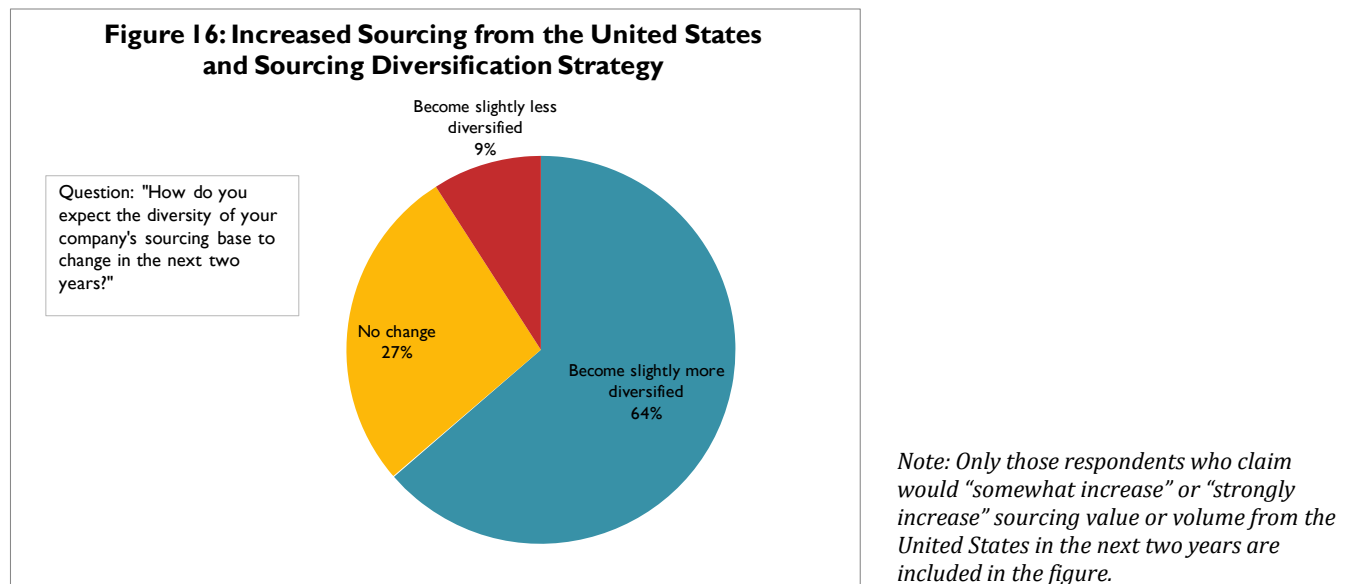
Note: Only those respondents who claim would “somewhat increase” or “strongly increase” sourcing value or volume from the United States in the next two years are included in the figure.

Second, companies with the most diversified global sourcing bases seem more likely to commit to sourcing in the United States. As shown in Figure 14(b), among respondents who plan to increase sourcing in the United States in the next two years, 36 percent currently source from over 20 different countries, 15 percent currently source from 11-20 different countries, and 37 percent source from 6-11 different countries. **This suggests that companies sourcing from the United States have a more diversified sourcing base overall than the average level of all respondents, shown in Figure 7.**



Note: Only those respondents who claim would “somewhat increase” or “strongly increase” sourcing value or volume from the United States in the next two years are included in the above figures.

Additionally, according to respondents, the growth in “Made in USA” sourcing does not mean they are cutting back on imports. As shown in Figure 15 and 16, among those respondents who plan to increase sourcing in the United States in the next two years, a good portion of them also express strong interest in increasing sourcing from Asia, Central America, and the Caribbean Basin, as well. Thus, sourcing products made in the United States seems to be a component of an overall strategy to diversify sourcing.



III. Trade Policy and the U.S. Fashion Industry

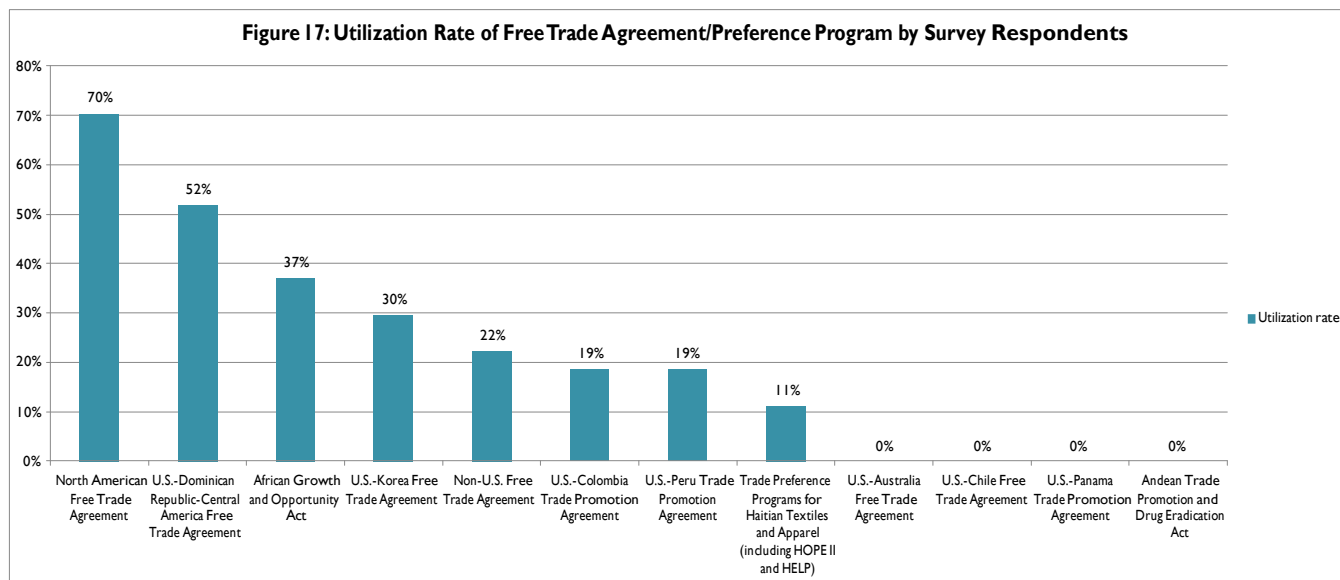
U.S. trade policy has a direct impact on the availability of fashion products in the market in terms of quantity, price, and speed. This section intends to evaluate the impact of various trade policies on the sourcing practices of U.S. fashion companies, which will help the United States Fashion Industry Association (USFIA) focus its advocacy efforts.

Utilization of Existing Free Trade Agreements and Preference Programs

U.S. free trade agreements (FTAs) and preference programs are supposed to facilitate cross-border trade among the partners. However, **respondents report a fairly low utilization rate of most FTAs and preference programs between the United States and its trading partners.**

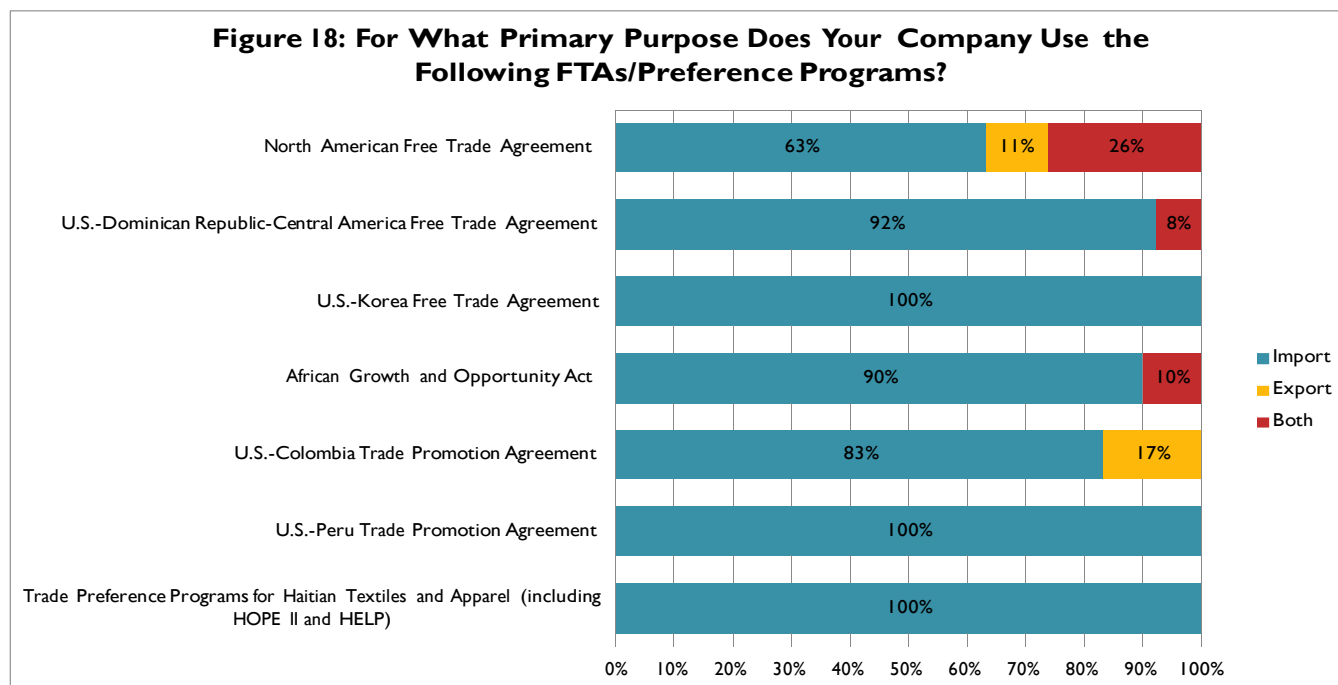
As shown in Figure 17, the North American Free Trade Agreement (NAFTA), the U.S.-Dominican Republic-Central America Free Trade Agreement (CAFTA-DR), the African Growth and Opportunity Act (AGOA), and the U.S.-Korea Free Trade Agreement (KORUS) are the top four most-used FTAs and preference programs by respondents, with 77 percent, 52 percent, 37 percent, and 30 percent utilization rates, respectively.

In comparison, **the utilization rate by respondents of all other enacted FTAs and preference programs between the United States and its trading partners is lower than 20 percent, and a good number of FTAs are not being used at all by respondents.**



Note: Utilization rate equals the number of respondents who use the respective free trade agreement/preference program divided by the total number of respondents.

With the exception of NAFTA and CAFTA-DR, most FTAs and preference programs are primarily used for import purposes by the respondents (Figure 18).



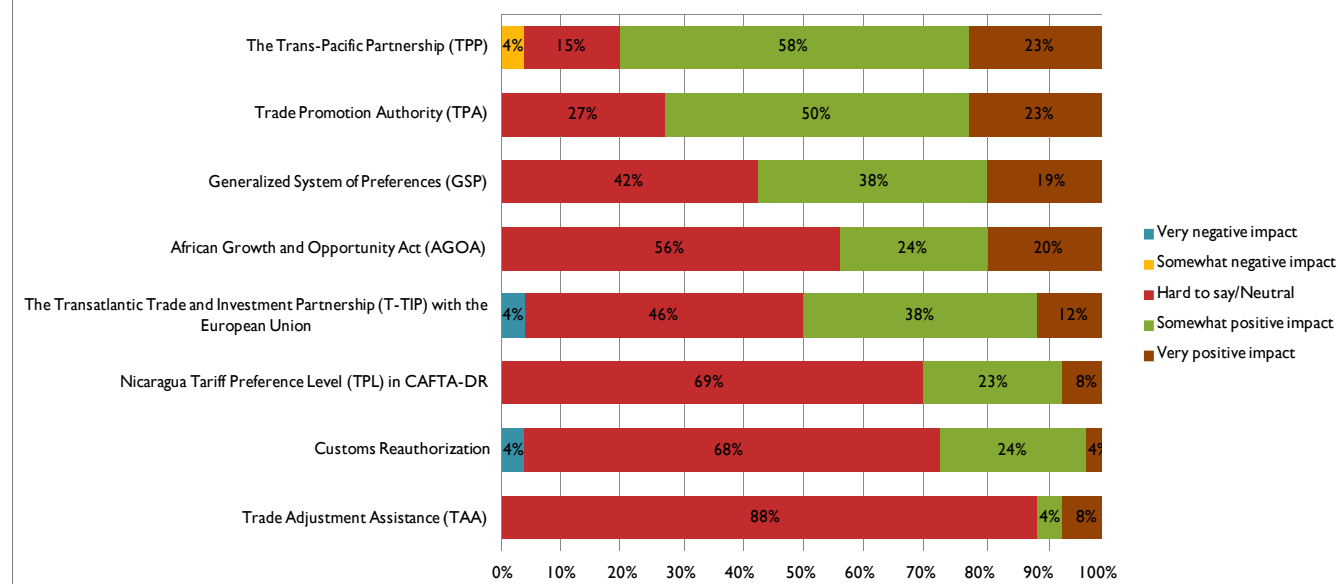
The suggested low utilization rate of FTAs and preference programs by respondents is not surprising given the fact that Asia currently serves as the primary sourcing base for U.S. fashion companies (Figure 8) and there are few FTAs between the United States and Asian countries. To make the FTAs more relevant to U.S. fashion businesses in the future, the United States needs to rethink its FTA strategy, particularly with regards to the rules that are negotiated for market access and rules of origin for the fashion industry.

Potential Impact of Future Trade Policy

The respondents see several ongoing trade negotiations and proposed trade initiatives as highly relevant to their businesses, although the potential impact varies case by case.

First, **respondents overall welcome the passage or renewal of all new trade agreements that intend to remove trade barriers and facilitate international trade.** With a few exceptions, there are no major worries by the respondents about further trade liberalization.

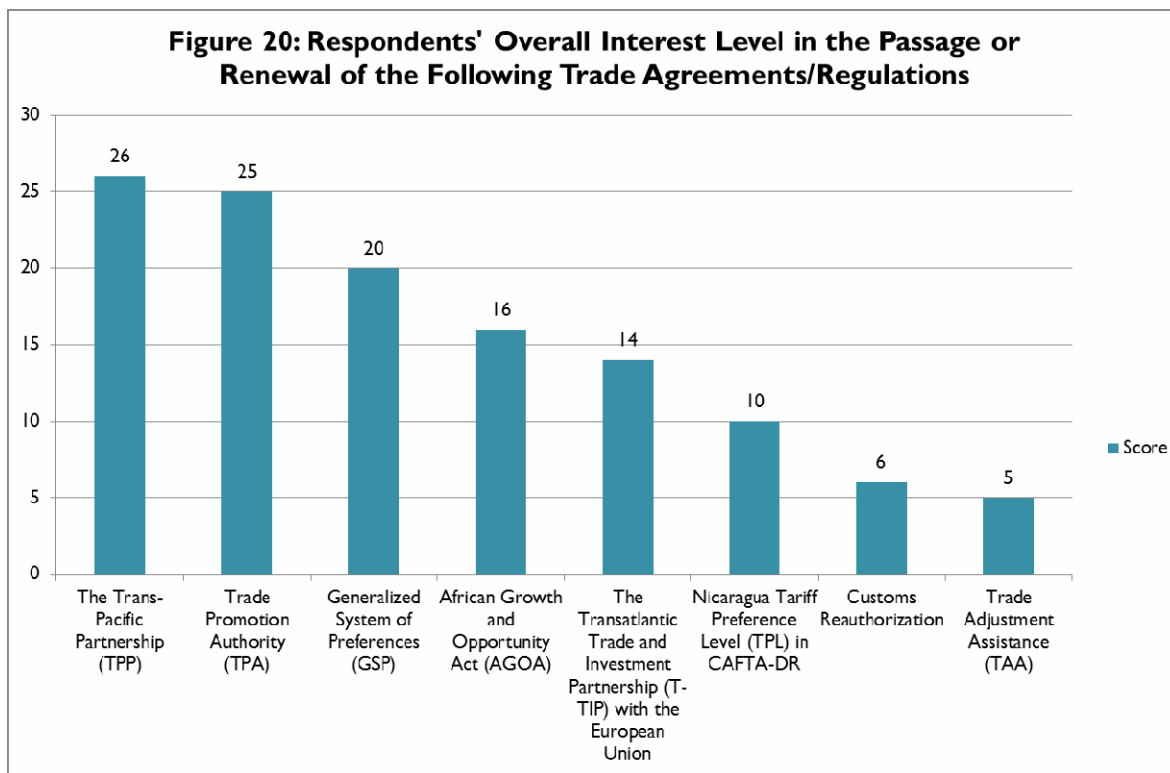
Figure 19: How Will the Passage or Renewal of the Following Trade Agreements/Regulations Affect Your Business?



Second, **respondents are most interested in the completion of the Trans-Pacific Partnership (TPP), passage of Trade Promotion Authority (TPA), and renewal of the Generalized System of Preferences (GSP) among all agreements under negotiation or discussion (Figure 20).** In particular, 81 percent and 73 percent of respondents respectively expect that the completion/passage of TPP and TPA would have a somewhat or very positive impact on their businesses.

Additionally, quite a few respondents do not see any impact on their business from trade policy negotiations and programs outside Asia. For example, 88 percent of respondents said there is no impact from the Trade Adjustment Assistance (TAA) program. Similarly, a surprisingly large number of companies are unconvinced of the positive impact of the Transatlantic Trade & Investment Partnership (T-TIP), the African Growth & Opportunity Act (AGOA), the Nicaragua Tariff Preference Level in CAFTA-DR, or the Customs Reauthorization Bill. On the one hand, some respondents report that they are “neutral” on some FTAs/preference programs because, currently, they are not sourcing from the regions covered by the respective trade agreement(s). This once again illustrates the necessity of increasing the relevance of FTAs/preference programs to the sourcing pattern of the U.S. fashion industry today so that those hard-won trade agreements do not become missed opportunities. On the other hand, the result implies that more studies illustrating the fashion-specific sectoral impact

of these trade agreements/initiatives can be provided in the future to help companies better understand the potential impact, too.



Note: The score is calculated based on a weighted average of responses shown in Figure 19. Specifically: very negative impact=-2 points, somewhat negative impact=-1 point, hard to say/neutral=0 point, somewhat positive impact=1 point and very positive impact=2 points.

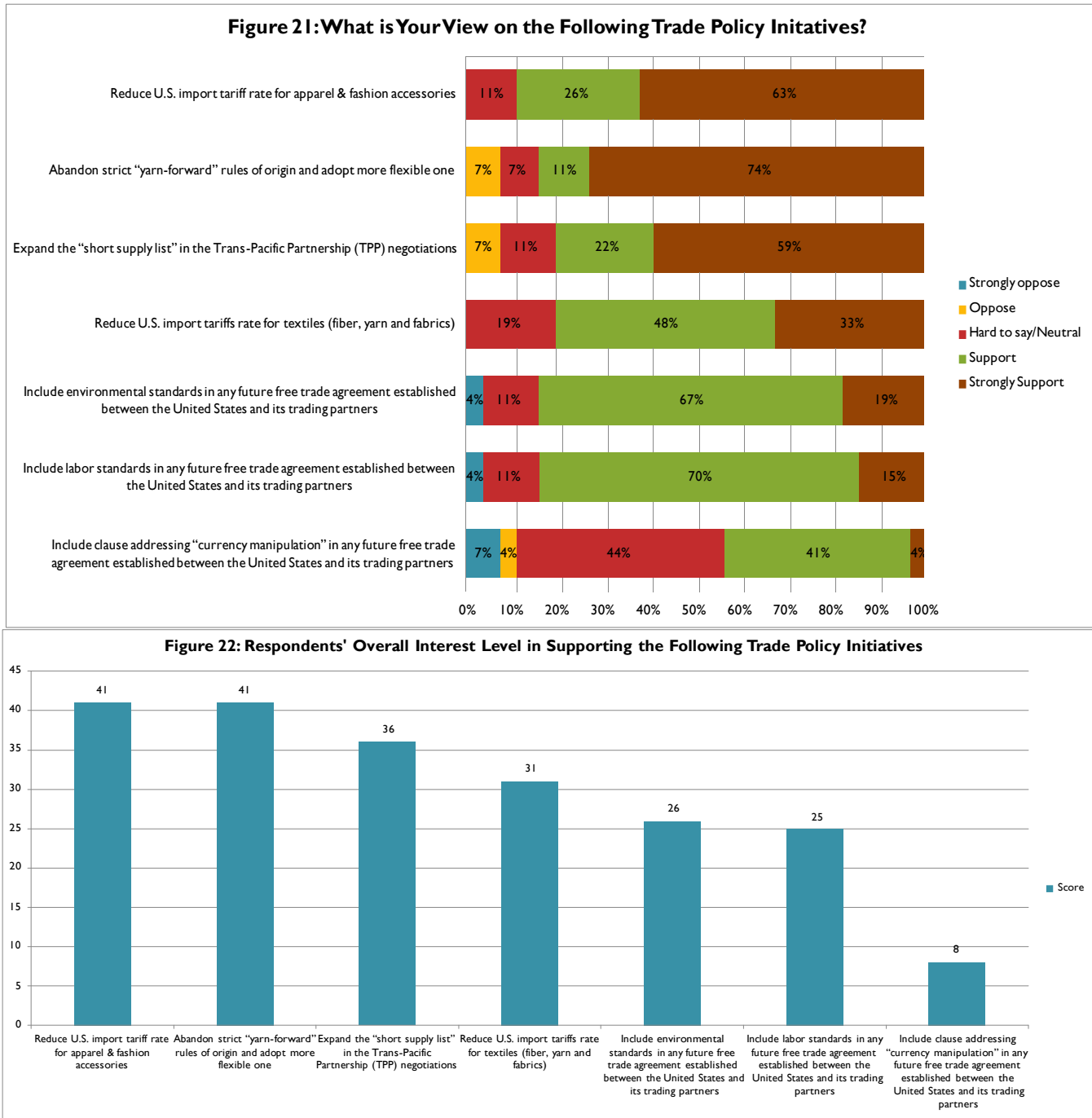
In addition to FTAs and preference programs, respondents were also surveyed about their views on a few additional, specific trade policy initiatives closely related to the fashion industry. Results are summarized in Figure 21 and 22.

First, respondents strongly want to see the reduction of import tariff rates on apparel, fashion accessories, and textile products, including fiber, yarn, and fabrics, more flexible rules of origin, and the expansion of the short-supply list in the Trans-Pacific Partnership (TPP) agreement. Of particular note, 85 percent of respondents expressed strong support or support for abandoning the yarn-forward rules of origin, compared with just 7 percent who somewhat oppose abandoning the yarn-forward rules of origin.

Second, the majority of respondents also support the inclusion of environmental and labor clauses in future FTAs and preference programs between the United States and its trading partners. This reflects the importance of compliance with corporate social responsibility and sustainability to fashion businesses today, and the overall positive attitude of the respondents toward working on these issues.

Third, despite frequent media attention given to the topic, the question of whether to include a clause addressing currency manipulation in any future trade agreement raises great

controversy among respondents. Although 41 percent of respondents expressed support for this initiative, 11 percent indicate their opposition and an additional 44 percent remain neutral. This implies that addressing currency manipulation is, at least, not a priority for U.S. fashion companies.



Note: The score is calculated based on a weighted average of responses shown in Figure 21. Specifically: Strongly oppose=-2 points, oppose=-1 point, hard to say/neutral=0 point, support=1 point and strongly support=2 points.

IV. Respondents' Pro file

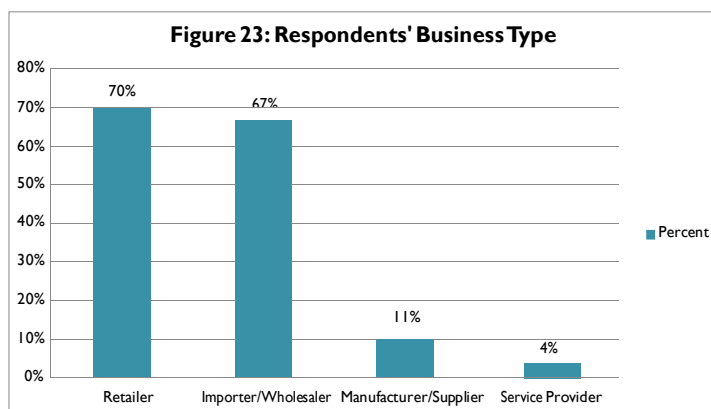
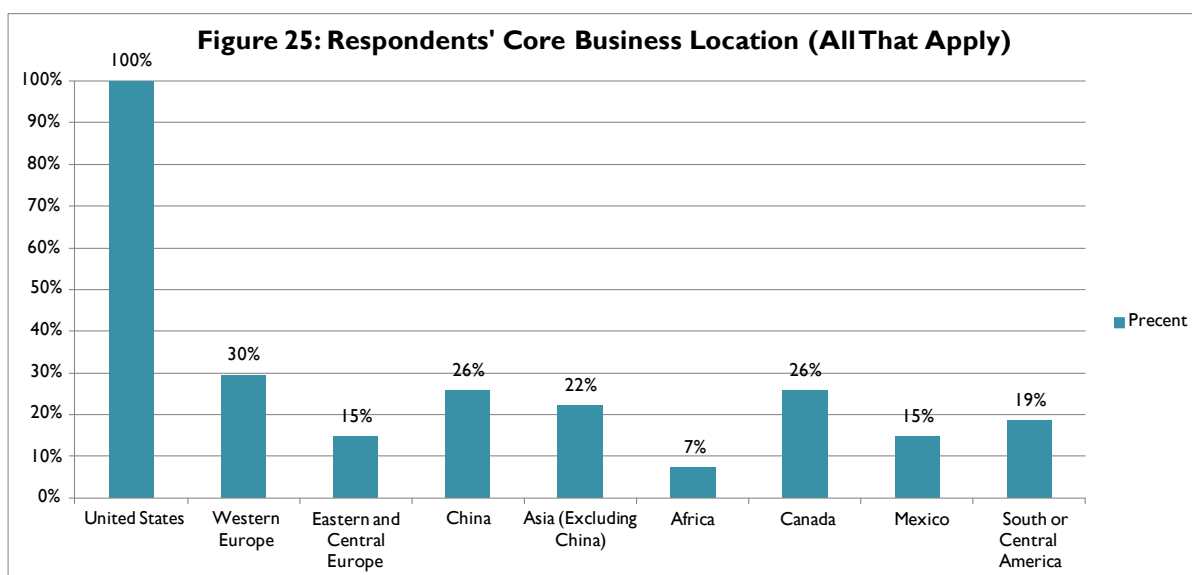
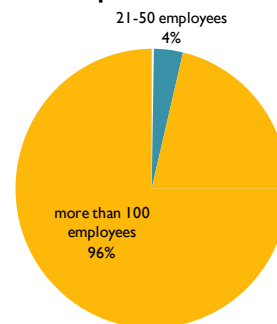


Figure 24: Respondents' Business Size



This benchmarking study was based on a survey of executives at the leading U.S. fashion companies from March 2014 to April 2014. The study incorporates a balanced mix of respondents representing the various types of businesses in the U.S. fashion industry today. About 70 percent of respondents are engaged in fashion retail businesses, 67 percent are engaged in import/wholesale businesses, 11 percent represent manufacturers/suppliers, and 4 percent provide related services (Figure 23).

In terms of business size, 96 percent of respondents report having more than 100 employees (Figure 24). This suggests that the findings well reflect viewpoints of the most influential players in the U.S. fashion industry.

Additionally, 100 percent of respondents represent companies that have core businesses in the United States. A handful of respondents also have core-business based in other parts of the world including Western Europe, China, and Canada (Figure 25). This pattern reflects the global nature of fashion business today and the close connection of the U.S. fashion industry with markets around the world.

About Dr. Sheng Lu

Dr. Sheng Lu is an assistant professor from the Department of Textiles, Fashion Merchandising and Design at the University of Rhode Island. With over 40 publications in academic and trade journals, Sheng's research focuses on the economic and business aspects of the global soft-goods industry (textile, apparel and related retailing), including international trade, trade policy and the governance of global apparel value chain. Sheng received his Ph.D. from the University of Missouri in Textile and Apparel Management in 2011. From 2009 to 2010, Sheng worked with the U.S.-China Business Council in Washington D.C., conducting policy analysis and market research for U.S. multinationals having business with China.

More Information: <http://tmd433.wordpress.com>

About the United States Fashion Industry Association (USFIA)

The United States Fashion Industry Association (USFIA) represents the fashion industry: textile and apparel brands, retailers, importers, and wholesalers based in the United States and doing business globally. Founded in 1989 as the United States Association of Importers of Textiles & Apparel with the goal of eliminating the global apparel quota system, USFIA now works to eliminate the tariff and non-tariff barriers that impede the industry's ability to trade freely and create economic opportunities in the United States and abroad. Headquartered in Washington, D.C., USFIA is the most respected voice for the fashion industry in front of the U.S. government as well as international governments and stakeholders. With constant, two-way communication, USFIA staff and counsel serve as the eyes and ears of our members in Washington and around the world, enabling them to stay ahead of the regulatory challenges of today and tomorrow. Through our publications, educational events, and networking opportunities, USFIA also connects with key stakeholders across the value chain including U.S. and international service providers, suppliers, and industry groups.

More Information: www.usfashionindustry.com