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THE CORONA VIRUS OUTBREAK IS FIRST AND FOREMOST A HUMANITARIAN CRISIS, WITH ADVERSE IMPLICATIONS IN THE GLOBAL ECONOMY.

Causing uncertainty and anxiety, the Covid-19 pandemic is affecting our daily lives, with sweeping effects on almost every business sector, from finance to tourism and hospitality.

Fashion and luxury are no exception. Due to their discretionary nature, fashion and luxury are among the industries to be most severely impacted by the crisis. Businesses are already under immense strain, struggling with labor costs, store closures, suspension of operations and a dramatic decrease in sales, together with the consumers’ reluctance in spending and their (obvious) choice of necessary over luxury goods and services.

However, it has become evident that this pandemic has presented the fashion and luxury industry with a unique opportunity to reassess its values, strategy and business models and shift towards a more ethical and sustainable approach, to the benefit of not just the environment, but also society, consumers and the businesses themselves.

AFTER THE LOCKDOWN, WE HAVE WITNESSED BUSINESSES (IN EVERY SECTOR – NOT JUST FASHION AND LUXURY)

adapting to the digital environment at a remarkable speed, building websites and e-shops overnight, we noticed how companies succeeded in remaining fully operational by adopting remote working systems (a notion which, particularly in Greece, has been treated very skeptically – to say the least), and we were impressed by how swiftly the brands responded to the crisis, by shifting to more sustainable practices and implemented social responsibility initiatives. And, even more interestingly, all of the above are initiatives, practices and strategies which could (and in most cases should) have been adopted long before the Covid-19 global outbreak, which merely accelerated their implementation.

AT TAILORED, WE ARE CLOSELY FOLLOWING THE DEVELOPMENTS OF THE CORONA VIRUS CRISIS

and its implications both at a national and a global level. Greece is a country well-known for its creative industries (Food & Wine, Tourism, Design, Fashion & Luxury etc.), all of which have been adversely affected during these challenging times.

In this report we discuss with Greek and foreign industry representatives, who share their views and concerns about the pandemic’s effects, together with their proposals and ideas on how to mitigate the crisis.

Innovation, Adaptability, Flexibility, Sustainability and Optimism are among the key words that will make the very challenging recovery more manageable and assist us in navigating the “new normal” with confidence.

Alexandra Varla, Founder ‘Tailored: Law & Business in the Fashion & Luxury industry’
ETIENNE SANZ DE ACEDO,  
CEO INTERNATIONAL TRADEMARK ASSOCIATION (INTA)

As a result of the global outbreak of the coronavirus (Covid-19), INTA has announced that it will be holding its 2020 Annual Meeting in November in the United States, combining it with the Annual Leadership Meeting this year. What are, in your view, the most important business & legal challenges introduced by Covid-19 to brands and IP rights?

There are some clear practical as well as financial implications just in terms of IP filings, which we see are already down. This implies lower IP budgets for brands and less work for law firms and outside counsel. Something that must also be addressed immediately is counterfeiting. Counterfeiters are taking advantage of this crisis and the great need globally for certain medical supplies, such as face masks and protective gear. This is putting people at risk, and brands need to work together with the government to alert the public of these dangers and, moreover, to combat the production and distribution of fake medical supplies during—and beyond—this crisis.

Brands also need to find effective and meaningful ways to respond to the crisis. By this I mean that brands should look at how to best use their existing resources and capabilities to support efforts to curb the spread of the virus and help those suffering right now. This is how brands can have the greatest impact.

The public also expects this of brands - to be good corporate citizens and implement corporate social responsibility (CSR) initiatives. In fact, 85% of respondents to INTA’s 2019 global study, Gen Z Insights: Brands and Counterfeit Products, believe that brands should aim to do good in the world. Brands need to share their CSR work (as it relates to Covid-19 and generally) with consumers, but they need to be sure first and foremost that their efforts are authentic and have real impact.

And this is also increasingly a matter of trust. As we know, IP—and trademarks specifically—are the foundation of trust between the brand and consumer. According to the 2019 Edelman Trust Barometer – In Brands We Trust, 69% of consumers say a brand’s impact on society is a key reason for trusting a brand. As such, brands should view protecting IP and undertaking effective CSR programs as a strategic priority if they are to win the trust of consumers.

Brands also have to innovate and adapt to the immediate challenges posed by social distancing measures and economic uncertainty. In the last few months, as an organization, INTA has been working tirelessly to keep our members engaged, and to continue our programming and events. We’ve been adapting to the times with strategies that may well continue in the future. For example, as you know, we’ve postponed and relocated our Annual Meeting. Our 2020 New York Conference - Brands in Society: Their Influence and Responsibility, originally scheduled to take place in March, will now take place virtually in June. We’ve also launched INTA TO-GO, a new e-learning platform, and we’re facilitating virtual speed networking.

We also established INTA Community Cares—Covid-19 Donation Campaign, a donation drive for our members to join together and do our share as a community. The campaign will, depending on the country, fund the purchase and distribution of masks and other personal protective equipment to public hospitals and/or non-profit organizations; and/or contribute monies to local charitable organizations assisting health care institutions and the public in dealing with Covid-19.
This crisis also represents a turning point for the global economy and it is apparent that businesses will forever operate differently in a “new” environment. In terms of CSR, brands will need to continue to assume greater global responsibility as we emerge from Covid-19 and beyond.

Brands also need to ask: What are the long-term challenges and opportunities that this crisis brings? This is the case for INTA as well. We can’t stay the same. We have to embrace innovation and change, rethink how we serve our members and bring them added value and reinvent ourselves to adapt to a new environment. This is how we will move confidently into the future.

IDA PALOMBELLA, PARTNER, HEAD OF IP & TECHNOLOGY AT DELOITTE LEGAL ITALY | FASHION LAW SPECIALIST

1. How is the corona virus global outbreak affecting the fashion & luxury industry?

The fashion industry was actually one of the first sectors to experience the immediate negative impacts of the virus outbreak. Indeed, all fashion weeks held during February were heavily affected by the absence of the Asian purchasers. Then, the Milan Fashion Week held in February was actually one of the first particularly impacted, as the first infections in Italy were detected during the course of the February Milan Fashion Week, which consequently caused several brands to close the fashion shows to the public and cancel some events.

More in general, lockdowns spreading all over the world are forcing also fashion and luxury brands to close their stores, which are generally located in city centers and prestigious locations and therefore particularly expensive. This, in addition to the closure of the manufacturing facilities, at least in some part of the world, is likely to significantly unsettle the industry.

2. You are at the European epicenter of the pandemic – Milan. How is the local fashion & luxury community responding to the crisis?

The Camera Nazionale della Moda Italiana (The Italian National Chamber for Fashion), the organization whose purpose is to promote and coordinate the Italian fashion industry and organises the Milan Fashion Week, submitted in March to the Prime Minister’s office a document containing several proposals intended to support the fashion industry during this period of crisis. The proposal includes the request for a cut in tax and social security charges to contain labor costs, the recognition of a force majeure situation in order to renegotiate the terms of rent contracts for retail stores and the introduction of tax incentives to promote Made in Italy manufacturing.

Furthermore, in light of the shortage of protective medical equipment, several fashion & luxury companies have decided to shift their production lines to the manufacturing of facemasks and medical gears. Among the Italian companies that have converted their production, I would like to mention Armani, who has converted all its establishments to the production of disposable gowns for healthcare workers and Prada who, after the request of the Tuscany Region, initiated the production of 80 thousand gowns and 110 thousand facemasks.
Naturally, the outbreak has had a very negative impact on all of the fashion supply chain. All “non-essential” commercial activities in Italy were suspended until the end of April. This means that all the retail stores and manufacturing facilities had been closed for over a month, causing an inevitable decrease in sales and the consequence for companies to reduce all operational costs, including labor.

3. FROM A LEGAL PERSPECTIVE, WHAT ARE THE ISSUES THAT THE BRANDS MUST CONSIDER AMIDST THIS CRISIS?

Certainly, one of the effects of the virus outbreak relates to the application of the so-called Material Adverse Change (or MAC) clause. Through such clause, generally used in M&A, sale of goods, financing or other commercial agreements, the parties agree that events having a negative impact on the value of the target product, company or business could lead to a revision of the conditions or even to its termination.

Naturally, the applicability of said clause should be evaluated on a case-by-case basis, also keeping into consideration the contractual terms and the effective impacts of the virus emergency on the claiming party. Nonetheless, it remains a measure that should be kept in mind by brands who are particularly affected by the current circumstances.

4. WHAT IS THE COURSE OF ACTION THAT YOU ADVISE YOUR CLIENTS IN THE FASHION & LUXURY INDUSTRY TO ADOPT?

In order to deal with this emergency there are two order of measures that should be taken into consideration. The first relates to measures impacting the internal cost reduction of a company. In this sense, we strongly recommend taking advantage of the safety net measures made available by the Governments, such as the extraordinary wage guarantees funds specifically financed by the State.

The second measure impacts relations with third parties, such as suppliers and lessors of commercial premises. In this case, where possible, contractual terms should be renegotiated in order to take into account the current circumstances. A renegotiation of the terms could potentially avoid parties from having to resort to the MAC clause consequently terminating the relation, and rather allow them to identify ways to maintain the contractual relationship in the long term.

5. MAINTAINING CUSTOMER LOYALTY AND SAFEGUARDING BRAND IDENTITY ARE AMONG THE KEY PRIORITIES OF THE FASHION & LUXURY BUSINESSES DURING THESE CHALLENGING TIMES. WHAT IS, IN YOUR VIEW, THE ROLE OF INTELLECTUAL PROPERTY, BRANDING AND DIGITAL MARKETING IN THIS (ADMITTEDLY TOUGH) MISSION?

Right now, digital marketing represents the most important, if not the only, tool available to companies to maintain a relation with their customers. Companies who wish to maintain a business continuity during this emergency have to adapt to these new circumstances and strengthen digital solutions, from influencer marketing to e-commerce.

Companies should also consider being flexible and adaptable with concern to branding. Even though, the brand values should always be maintained, companies should not fail to demonstrate sensibility to the current global emergency. In this sense, many fashion & luxury brands are doing their part in supporting the battle against coronavirus. Just to name a few, companies like Dolce & Gabbana, Bulgari, Gucci and Armani have all donated relevant sums to hospitals designated for Covid-19 Patients. In addition, Chiara Ferragni, one of the world’s top fashion influencers, after making a personal donation, promoted a fundraiser, which raised more than 4 million euros to be destined for the intensive care unit of the San Raffaele Hospital of Milan. All these initiatives showing the companies’ social responsibility towards the community will ultimately reinforce branding.
Finally, this period proves to be challenging also for intellectual property, as many unexpected technical needs arise that need to be fulfilled in very short time. A good practical example, even if not related to fashion & luxury, concerns the infringement of patent law to support the need of supply of breathing valves to a hospital in Brescia. Under these critical circumstances, the breathing valves were created through 3D printing without the authorization from the patent owner. This shows the necessity also for intellectual property to be more “flexible” in times of needs like this one.

6. IN YOUR OPINION, WHAT WILL THE NEXT DAY LOOK LIKE FOR FASHION & LUXURY? ARE WE HEADING TOWARDS A NEW NORMAL?

Giorgio Armani in a very recent interview has said that the “the moment we are going through is turbulent, but it also offers us the unique opportunity to fix what is wrong, to regain a more human dimension.” Particularly, Armani refers to the issues of the fashion industry regarding the over production of garments and the non-alignment between the weather and the commercial season.

I agree with his statement and believe that sustainability will be one of the major elements that will have to be considered by the fashion industry when defining their strategies and models in the near future.

ELIS KISS, FASHION FEATURES DIRECTOR, VOGUE GREECE

1. IN YOUR OPINION, HOW IS THE FASHION INDUSTRY AFFECTED BY THE CORONA VIRUS OUTBREAK, BOTH IN GREECE, AS WELL AS AT A GLOBAL LEVEL?

Today’s crisis under the global shadow of the new virus, has heavily impacted the fashion industry – as well as any financial and productive activity. A downturn in consumption, closed stores and factories, bad psychology. I believe that it is too early to respond to this question accurately, however it is obvious that many people have lost their jobs – thousands among them tremendously low-paid in fast fashion production units, as well as others who depend on freelance projects – and the businesses are at a crisis management stage. Companies such as Neiman Marcus and John Varvatos have filed for bankruptcy. Concurrently, sectors such as home and casual wear might have “defeated” the corona virus. At the same time, many fashion weeks are shifting from offline to the digital environment and time will tell what follows and when.

2. “Sustainability” – arguably the most popular word in the fashion industry in the past year. The landscape had already started to shift towards a more ethical fashion, before the pandemic and the quarantine in consumption (too) has led to the decrease of purchases and (perhaps) more conscious consumer options. How will the Covid-19 crisis affect fashion’s dialogue with sustainability?

I don’t think that anyone can forget the developments around sustainability before the Covid-19 global outbreak. In my opinion, companies will continue to move towards a more ethical industry. Not all are set in this direction, however they cannot “afford” being considered as less “green” than other businesses.
At the same time, the quarantine period has given the opportunity for many to think what is more important for them, which might include a more conscious consumption. I believe that some consumers will want to support their own purchases. However, I am very concerned by the problems that the crisis might bring for small “green” brands, which might not make it to the next day.

3. During this period, brands in the fashion & luxury industry have demonstrated flexibility and strong reflexes, with a powerful social and ethical footprint. Do you think that such characteristics will remain after this challenging period is over, or will we return to business as usual, dismissing all the (positive) lessons the crisis has taught us?

The industry’s reaction has been undoubtedly unifying and, in some occasions, impressive. Good reflexes in terms of production – such as the production of hand sanitizers in fragrance production units – as well as very sizeable donations. Furthermore, designers, brands and media responded immediately in terms of communication, finding new ways to initiate a fresh dialogue. What remains to be seen is how will the industry change with respect to the speed and quantity of production, from fast fashion to the luxury sector. What are the industry’s goals for the next day? As far as I am concerned, this is a very important question today.

4. In your opinion, what is the role of a prestigious fashion magazine, such as Vogue, during these unprecedented times?

We find ourselves before a great challenge. A new balance between the dream and an even harsher, today, reality. At a global level, the magazine has already witnessed world wars and major crises, and Vogue today is a multifaceted platform that interacts with its community in various ways. Apart from an industry, fashion is also a necessity and an instinct.

MARCO LUCCHINI, ATTORNEY-AT-LAW SPECIALIZED IN INTELLECTUAL PROPERTY, EY STUDIO LEGALE TRIBUTARIO

1. How is the Corona virus global outbreak affecting the creative industries?

As in any industry, Covid-19 has had a devastating impact. Entire collections have not seen the light of day, and some of the most important events, such as the International Furniture Fair of Milan, have not been held. However, creative thinking is usually flexible and, therefore, by nature more ready to face change. Furthermore, a financial margin usually more substantial than in other sectors has made it possible to face the crisis in a more solid way.

2. You are at the European epicenter of the pandemic – Milan. How is the local fashion & luxury community responding to the crisis?

The response of the fashion & luxury community has been positive, and in some cases a real example. Smaller and less structured entities had more time to think not only about new creativity, but also of organizational models aimed at growth. Among the most important brands, numerous have offered remarkable contributions to the community. Either helping actively, with the rapid conversion of production to provide healthcare professionals with individual protection devices.
Or by deciding admirably to save (by reducing top management salary) and to draw on their own financial resources to guarantee employees wage continuity, without resorting to social safety nets, and therefore without weighing on state finances. In addition to this, given the global presence in areas where Covid-19 is no longer an emergency, the business has never stopped.

3. From a legal perspective, what are the issues that the brands must consider amidst this crisis?

The difficulties of greatest impact were those due to national and international restrictions on the movement of people and goods. In the fashion & luxury sector, both the quality of the materials and the expertise and craftsmanship of the processes are fundamental. Many companies had serious difficulties in procuring raw materials, both natural and synthetic; others have had to stop production because the finishing of a luxury shoe or glasses cannot be done in smart-working. This led to problems relating to the difficulty of fulfilling contractual obligations in time. The contractual provisions relating to force majeure, which many dismissed as of secondary importance, will henceforth take on the dignity they deserve. Furthermore, in a period in which companies are required to guarantee a special safety of the work environment and, therefore, to control over individual health conditions, issues relating to privacy have assumed an important role.

4. Maintaining customer loyalty and safeguarding brand identity are among the key priorities of the fashion & luxury businesses during these challenging times. What is, in your view, the role of intellectual property, branding and digital marketing in this (admittedly tough) mission?

In a connected world, companies have formidable tools to keep customer relationships alive. Digital communication is a channel through which anyone who is able to spread the right message in an effective way can reach anyone. An admirable example is that of a well-known car manufacturer that, in a real time marketing campaign, has spread the image of its logo with the four circles no longer united, but detached. Companies with structured e-commerce have had the opportunity to maintain a satisfactory level of sales, thus enjoying a competitive advantage. From another perspective, online offenses have increased significantly, from counterfeiting to violations of selective distribution systems.

5. In your opinion, what will the next day look like for fashion & luxury? Are we heading towards a new normal?

From what we read, but above all from talks with customers, two divergent perspectives emerge. Some believe that the Covid-19 hurricane will lead to the rediscovery of a new dimension of luxury characterized by sobriety, to an intimate, linear and basic style. Others think that, as a reaction to fear and lockdown, there will be an explosion of bright colors and bold shapes, in a sort of creative liberating cry. It is therefore difficult to think that everything returns as before, at least in the short to medium term. From a legal point of view, lawyers will take on a key role in maximizing efficiency, with direct advice on both contractual aspects and strategic consultancy for the protection and development of intellectual property assets. Compliance models will also play an increasingly important role.
YIORGOS ELEFTHERIADES, DESIGNER

1. IN YOUR OPINION, HOW HAS THE COVID-19 CRISIS AFFECTED THE FASHION INDUSTRY, BOTH IN GREECE AND ABROAD?

The pandemic has affected the fashion industry both at a national and a global level. To begin with, the market closure has resulted in the suspension of all business operations from the primary production sector, the creation, production and shipment of fabrics and materials, as well as wholesale and retail.

2. AT A PERSONAL LEVEL, AS A DESIGNER, HOW ARE YOU AFFECTED FROM THE UNPRECEDENTED CIRCUMSTANCES WE ARE EXPERIENCING?

I have been undoubtedly affected, as these are unprecedented circumstances, not only at a personal level, but also in terms of the protection of public health, the adverse effects on psychology due to the distancing, the closure of businesses, the suspension of labor. It is a very strange feeling.

3. IN YOUR OPINION, WHAT IS THE ROLE OF A DESIGNER, AMIDST THIS GLOBAL CRISIS WHICH HAS AFFECTED PEOPLE ON MULTIPLE LEVELS?

The pandemic has found us, in our capacity as professionals and members of a creative system, in a moment when we must reconsider and reassess life, as well as the way of doing business. Covid-19 has come to expedite this process, or at least to highlight its importance. Our society, the labor conditions and our customers’ needs are changing radically.

4. A FEW MONTHS AGO, AT THE FASHION & LUXURY LAW & BUSINESS SEMINAR, WE HAD A VERY INTERESTING DISCUSSION ON SUSTAINABILITY, GREEN AND ETHICAL FASHION – ISSUES THAT HAVE BEEN IN THE SPOTLIGHT LONG BEFORE THE COVID-19 GLOBAL OUTBREAK. IN YOUR OPINION, HOW IS THIS CRISIS GOING TO AFFECT THE DIALOGUE BETWEEN FASHION AND SUSTAINABILITY?

With regard to sustainability, green and ethical fashion, I believe that the pandemic will strengthen them as proposals in the way we do business, forcing us to adopt a more meaningful stance and positive imprint for the environment and ourselves. At least that is what I would like to believe.

5. HOW DO YOU SEE THE NEXT DAY FOR THE FASHION AND LUXURY INDUSTRY AND WHAT ARE THE ACTIONS AND MEASURES WE MUST ADOPT (BOTH COLLECTIVELY AND INDIVIDUALLY) FOR THE MITIGATION OF THE PANDEMIC’S ADVERSE EFFECTS?

At a personal level, I will continue (as I did the past 3 years) to create smaller collections, that are characterized by all elements of this new era, combined with the creativity and the aesthetic and quantitative uniqueness that a designer’s product must possess. We will boost our sales via online channels, i.e. our brand’s website. I am very lucky because my flagship store is a large space and the number of daily visitors is relatively small, due to the nature of the product itself, thus allowing us to maintain a healthy space, pursuant to all prescribed sanitary measures and restrictions, at the benefit of both our visitors and our creative team.

As a general principle, I will proceed to any steps necessary to restart my business which has been adversely affected by the crisis, as is the case with all businesses globally. But I remain optimistic. As regards the next day in fashion and luxury, we might be given a chance to stop this perpetual and useless, in my opinion, production of collections (pre-collection, mid-season collection, resort collection etc.) and reduce
reduce them to two. All discussions are currently focusing on this point. This excess in offering is diluting the value of the products – this is evident from the midseason and other sales within the year, which are a result of this over-consumption tactic brought forward by the fast-fashion multinationals. Consequently, the fashion products are no longer valued as they should and they become disposable, as is the case with food products – and as a society we tend to be prone to “bulimic” behaviors.

An endless production of clothing, for which there is absolutely no need, impose an immense burden on the fashion cycle (bad quality raw materials for clothes, exploitation of labor at a global level, environmental pollution, global promotion of overconsumption, an immense volume of products that end up in the trash, very bad use of natural resources) – in other words, an endless chain of “evils” against humanity, in which we all bear responsibility.

The corona virus has undoubtedly caused numerous problems however, at the same time, it provides us with a unique opportunity to change for the better and bring to the core of our business activity the well-being of our planet, of which we are an inseparable part.

1. How is the corona virus global outbreak affecting the fashion & luxury industry in Italy, the European epicenter of the Covid-19 crisis?

The Covid-19 outbreak is heavily impacting the fashion & luxury industry in Italy. Lockdown measures - including the closing down of fashion stores and factories - and quarantine are in place in Italy since the beginning of March and will be partially and gradually lifted only starting from the second half of May. Fashion shows and events have been cancelled during this period too. Also, the fashion & luxury industry is heavily dependent on China, the heart of the Covid-19 outbreak and the world’s largest producer of textiles and other products that go into clothes. All these factors combined with the current economic crisis are causing a heavy drop in the demand for fashion & luxury products and major supply chain issues.

2. What are, in your view, the most important business & legal challenges introduced by Covid-19 to fashion & luxury brands and their IP rights?

In terms of business challenges, fashion & luxury brands are trying to find new ways to reach their clients through e-commerce, social media and advertising. With the lockdown measures and the decrease of demand in fashion & luxury products, some brands have shifted their production to COVID-19 PPE material during this period, such as face masks and scrubs (first among all, Giorgio Armani).
As regards the legal challenges, the Covid-19 outbreak and the lockdown measures issued by the Italian government have imposed increasingly strict limits on the operations of fashion companies and their commercial activities, which resulted in the impossibility (or, at least, the difficulty) of many companies to fulfil their contractual obligations, for example paying royalties for licenced IP. With the stores closed, online shopping is increasing, along with the sale of counterfeit products. IP rights holders can still start actions in Italy to protect their intellectual property rights (patent, trademarks, design and copyright) against counterfeiters’ infringement. However, it might be difficult to obtain a decision in a short term because all legal proceedings (hearings and procedural deadlines) have been suspended in Italy - apart from very urgent cases - until 11 May 2020.

3. What is the course of action that you advise your clients in the fashion & luxury industry to adopt?

The main advice we are giving to our clients in this period is to include a “coronavirus clause” in their contracts, providing that the debtor’s liability for default or late fulfilment of contractual obligations is excluded where the default or late fulfilment is due to the debtor’s need to comply with the lockdown or emergency measures during Covid-19 outbreak.

4. In your opinion, what will the next day look like for fashion & luxury? Are we heading towards a new normal?

In my view, three things will be key in the next future, when lockdown measures will be lifted: digitalization, open innovation and sustainability.

**Digitalization:** every company is trying to go digital in this period and this trend will increase in the future. E-commerce will still increase and fashion & luxury companies will adopt new digital tools to overcome social distancing issues. For example, some fashion companies have already created innovative 3D lookbooks so buyers can see the full clothes perspective and place their orders even during travel restrictions; other digital tools that fashion & luxury companies may be willing to adopt will include 3D digital clothing sampling, virtual fitting rooms and software systems connecting supply and demand of products to initiate short lead-time and customized production.

**Open innovation:** innovation will be key in the future and collaborating with third parties can be an advantage. Parties can work to their own strengths, share experience, and venture into new markets or territories, while sharing costs and risks. Therefore, open innovation will be a driver in business growth.

**Sustainability:** producing less and producing better will be the trend for the future. Fashion and luxury companies, in line with an increased social sensitivity on these topics, will need to focus on environmental protection and worker health and safety. They will also need to move towards a short and less globalized supply chain, favouring local manufacturing suppliers.
1. A few months ago, at the Fashion & Luxury Law & Business Seminar, we were discussing about luxury, as part of your presentation “Do we speak luxury?” I remember you mentioning, inter alia, that “the greatest luxury is the future”. How would you define luxury today, amid these unprecedented circumstances?

Fashion in the times of Covid-19 can either function as a source of guilt or it can be soothing, depending on the consumer’s mood (and finances).

The super-market has become the new mall, online sales, or even scrolling-down in our favorite brands’ and fashion houses’ e-shops, allows us to “travel” even if we eventually don’t make any purchases, merely by placing clothes and accessories in our digital basket, with an illusion of normality. Therefore, if the greatest luxury is the future, at this moment, in view of the current circumstances, the greatest luxury is the present, today, the now, the until recently “boring” Monday, the “indifferent” Tuesday, the “in between” Wednesday, the “encouraging” Thursday, the “exciting” Friday, the “ultimate” weekend. Luxury today is being healthy, having what we need, luxury is a safe mask (for us and our loved ones), access to a pharmacy, a pair of gloves, the time that passes, a recipe from our childhood, a spontaneous dance routine in our living room, a puzzle waiting to be put together for years, a picture full of colors and optimism. Luxury can also come in the form of a cotton scarf, meeting your best friends at Houseparty for a cup of tea or a glass of wine, luxury is a relaxing bath with candles, a phone call to those we know are alone, the phrase “I missed you”, “I miss you”, “I am hanging in there”, “hang in there”, a silky pillowcase for silky dreams...

2. What will be the notion of luxury, after this crisis is over?

“Who is still shopping?”, I read a few weeks ago at the Business of Fashion. Fashion remains strong and it will be strong after the first wave of the corona virus outbreak has passed. Historical fashion houses, which have been through tough times in the decades, shall survive, because they have their way of offering a dream to their public, adapting to the different needs and requirements of each time, with targeted marketing, social conscience, social alibi. Even if no one has the option (or the mood) to invest on something expensive, by purchasing a perfume, he/she can automatically feel protected, optimistic and content. After all, it is a common truth that during a period of crisis, fashion helps us fight the “evil”, the “enemy”, the “unknown”, with the most extravagant, colorful, eccentric, fairytale item, to make us feel that the return to normality won’t be long. At the moment, as a result to the mandatory closure of international supply chains, brands and fashion houses, the economy might be in a crisis, however slowly and gradually, the notion of luxury will transform but remain, perhaps with a new term, with the same audience, enriched with “outsiders” and a wider age spectrum. Isn’t it a luxury to be able to buy from the comfort of my couch something which I long desired and at a significant price discount? The new luxury before and after Covid-19, Spring-Summer 2020.

3. How do you see the next day in luxury at both the national and international level?

The next day for luxury in Greece shall bring the consumers closer to Greek designers, to the ones who are enduring, to smaller and bigger ateliers, to the ones who keep on producing locally and insist. If we loved and chose the Greek fashion protagonists, that have nothing to be jealous of their international counterparts (as much as this might sound as a cliché), before the crisis, now we have to support them even more. The notion of luxury abroad shall probably shift towards the market of cosmetics that everyone can easily navigate, accessories, bags, shoes, sunglasses, jewelry and belts and, then, prêt-à-porter will absolutely flourish, with
summer collections that we never had the time to try in the spring versions. With leading players, such as Net-a-Porter, having suspended their orders within Europe, the craving for fashion is now bigger than ever. One step at a time. For now, it is important to stay healthy. We stay at home. We dress nicely at home. We wait for the cure and the vaccine. And that is not luxury, but necessity. For the first time, fashion can wait.

MARY SAMOLIS, FOUNDER & MANAGING DIRECTOR, A JEWEL MADE IN GREECE

1. In your opinion, how is the Covid-19 crisis affecting the Greek jewelry industry and creativity?

It will undoubtedly be one of the sectors more severely affected by the crisis, as it is based not only on the local market, but also on tourism. However, I sincerely hope that creativity will be positively impacted, given the free time at our disposal.

2. The central idea behind “A Jewel Made in Greece” is to cultivate a creative dialogue between the culture of contemporary art and the culture of the longstanding history of the Greek jewel, with the objective of promoting the image of the contemporary Greek jewel not only in Greece, but also at a global level. How can we safeguard this vision, amidst these challenging circumstances we are experiencing?

Our goal and our vision remain alive and we are always at the forefront. We have already announced a national competition entitled “Ariadne’s Thread”, thus creating a new “tool” through which we will prove that civilization, art and creative thinking will lead us through this “labyrinth”, allowing us to continue our journey to the world.

3. As you mentioned, the Greek verb “κοσμώ” meaning (in free translation) “adorn/decorate/arrange/settle”, encapsulates the human need to settle, control everything that happens around us. We are, undoubtedly, experiencing a period during which we cannot control (and therefore settle and arrange) all that is happening to us and around us. What is your message to designers, in order for them to survive and overcome this challenging crisis?

My personal message is (to add some humor in these odd days...) that Life is like a bicycle. If you stop cycling, you will definitely fall.

4. How do you see the next day for the Greek jewelry market and what measures should we adopt (both at a state and a personal level), to safeguard the jewel made in Greece and its creators?

It will not be easy. However, it seems that the State intends to help the businesses and I suggest, from our part, to carry on, with the same passion, our mission to make “Made in Greece” a title of honor for jewelry.
1. The Covid-19 pandemic has undoubtedly shaken the fashion and luxury industry, both at a national and a global level. How important is communication during these unprecedented times and how can we make use of a means of communication, such as a podcast, amidst this crisis? I believe that the information overload has worn us out. There is a need for quality, rather than quantity. For a calm perspective and warm language, instead of a distortion of events and an aggressive form of communication, which spreads panic. Communication must be driven by humanity and a friendly attitude. In my opinion, a podcast is a means of communication and information that is here to stay, as it bears three crucial characteristics, that are of paramount importance for people:

(a) It is discharged from the "image trap". You listen with your heart and develop your own images based on what you hear.

(b) Podcasts are distinguished by a calm perspective and the elements of reason and sentimentalism.

(c) It is up to you to decide when, where and how you want to obtain the information you seek or to listen to the conversation you choose through a podcast. There are no limits. It is a very flexible and democratic means that can follow you to your car, your strolls, to the beach - under the umbrella.

2. How will the next day be like for fashion and luxury in Greece? The next day might be harsh and uncertain, however I can personally see a light at the end of the tunnel. I am optimistic and confident that through this violent reality we will return to values that should have been established already: ethical fashion, two (2) collections per year, respect towards labor, development of the local industry, green fashion and meaningful consumption.

I believe that anyone who works ethically and has a meaningful message to communicate through their creations, will thrive. The new luxury is to feel that you will not be seeing what you are wearing at the next thirty meters you walk. Which is why, in my opinion, big chains will experience a deep crisis and we will return to more conscious purchases, defined by uniqueness and creativity.
ANGELOS IATRIDIS, WINEMAKER, CO-OWNER AND MANAGING DIRECTOR ALPHA ESTATE

1. (a) Which are, in your view, the most important consequences of the Covid-19 crisis in the Greek wine industry?

(b) The course of Greek wine in international market is already a very challenging ‘mission’. How are the exports of Greek wine affected during these times?

The protection of our physical and mental health is a necessary factor before any assessment of the pandemic’s effects in the wine industry.

To date, the crisis’ effects include almost an absolute suspension of sales, since any activity in the hospitality sector (hotels, wine bars, restaurants etc.) has been suspended. The same occurs in the field of exports, since all international wine markets operate in the same manner as the Greek wine market. For now, labor conditions in the vineyards have not been adversely affected since, at the moment, a series of cultivation procedures is required, in order to ensure the upcoming harvest.

With regard to the raw materials required for the unencumbered operation of the production procedure, which at the moment is most likely carried out at a processing and/or maintenance level, we have not noted any problems. It is, however, worth mentioning that although the petrol prices show a notable decrease, the cost for goods’ shipment from abroad has risen significantly.

2. What are the measures that, in your opinion, should be adopted on a national and European level to mitigate the pandemic’s adverse effects in the wine industry?

It is very soon to be discussing about the measures that should be adopted, since the Covid-19 global outbreak is still ongoing and no expert can stipulate with certainty the timeframe during which the pandemic will be contained. After the mitigation of the pandemic’s effect from a health-medical perspective we will be in a better position to assess the financial implications and, consequently, the measures necessary to support the wine industry. We first need to overcome the fear of the pandemic and gradually restore consumer trust, while designing the initial protective measures for the business operations to resume. Subsequently, we must decide on the measures necessary to reinforce and boost the development of the viticulture and production units, on the basis of the new financial environment. The difficulties which we all must endure within the next few months are a challenge and a test that will make us stronger.

3. How is Alpha Estate affected from the pandemic at a production, sales and export level?

The sales have been practically suspended. At this stage we are regrouping and adjusting our daily operation on the basis of the new conditions and circumstances, as they evolve each day.
Our priority, as should be the case for any responsible company, is to safeguard, within the prescribed safety measures, the health of our personnel at Alpha Estate, to ensure the integrity of our existing co-operations, by maintaining the integrity of our production’s quality, both at the vineyard as well as our winery. We treat our co-operations with our suppliers with the same level of security.

4. Both Alpha Estate and you personally have always been pioneers in the application of technology in the wine sector – from production to consumption. In your opinion, how can we make effective use of technology in the current circumstances, for the mitigation of the pandemic’s implications?

As the Covid-19 crisis has highlighted and brought forward, technology is a tool serving us humans, to assist us in avoiding the implications of a natural disaster. We are currently evolving and improving all the tools we have developed over the years, adjusting them in the new environment and circumstances. The intensity and the duration of the crisis will be taken into account, when feasible, in order to have the best head-start possible on the next day.

5. As you have mentioned, the wine is the experience of the person enjoying it. In your opinion, how can we stay loyal to this philosophy, amidst this period?

During these difficult and unprecedented times, we #stayhome, therefore wine can constitute an important means of pleasure – however, wine must be consumed responsibly.

6. How do you think the next day will look like for Greek wine?

The Greek wine will undoubtedly encounter considerable challenges and it must come out from the crisis stronger and more mature. It requires more work from us and less talk, because as a nation, we have proven that we have developed resilience in difficulties, which will ensure a better and promising future. This is not only a wish, but the conviction that has been created within the wine producers for the next day.
TED LELEKAS, WINE EDUCATOR – COMMUNICATOR

1. In your opinion, how is the wine market affected, at a national and global level, from the Covid-19 crisis?

The wine market has been affected at all levels, since the chain in which it belongs (and on which it directly depends) has broken in various points: tourism, restaurants, hospitality, exports, psychology, as well as the consumer’s spending capacity. It now remains to be seen whether this damage will be temporary or whether it will have long-term implications.

2. The “isolation’s winetasting”, the daily appointment on your Facebook and Instagram accounts, started quite spontaneously, during the first days of the lockdown, in order to keep in touch with the winelovers. What would you say to Greek winelovers who, at the moment, enjoy (or at least try to enjoy) wine at home? How can we safeguard the beautiful wine experience in such unprecedented circumstances?

I would advise them – as I actually do – not to lose their optimism and to find ways to keep in touch with old friends, as well as to make new ones, and to surrender themselves to the magic of wine, which beautifies and embellishes the simple moments of our daily life. This is how I found myself among a constantly growing, online group of winelovers, not only from Greece but also from abroad, who needed company, communication, an escape from the isolation and, by sharing their love for wine, they managed to socialize amidst the lockdown.

3. The quarantine and the isolation have imposed a slow-down in the frenetic speed with which we currently live our daily lives, providing us with the opportunity to listen more carefully to our thoughts and senses. How would you say we can make a good use of this “mandatory pause” in our relationship with wine and the pleasure it offers?

It is true that we have slowed-down our pace significantly and this is far from negative. After all, in the wine world, there is no such notion as haste. In its various life phases, the wine needs its time to mature, to age, to breathe. I hope that, if this ordeal has anything to teach us, that would be introducing quality in the way we use our time, in order to appreciate and savor not only wine, but all – small and big – pleasures in life.

4. #Greecefromhome is a very thoughtful initiative for the promotion of Greece, in which you also take part, #fromhome, introducing the Greek wine to the public. What are the actions and measures that can be implemented, both by the wine industry, as well as at an individual level, to preserve the Greek wine’s “extroversion” and the promotion of enotourism in Greece?

To use a popular term, we are all “influencers”, since we influence, within our social circle, our friends, relatives, coworkers, associates, fellow students and so on. Perhaps, now that people are confined in their homes, this influence is currently more powerful than ever. Extroversion has always been the solution. There are some who acknowledge this in time and act strategically, while us Greeks, historically, respond better under pressure. I hope that our wine industry will endure (and) this challenge and that it will come out, as per the popular but very relevant cliché, stronger.
5. How do you think the next day will look like for the Greek wine?

Who can tell? It will depend from how the next day will be like for tourism, restaurants, hospitality and the Greek economy in general. Greek wine knows how to "tackle" the challenges and it has proven that it can withstand difficulties. Discussing with winemakers I hear (and feel) concern, worry, pressure, but at the same time perseverance and determination. I hope for the best.

YORGOS FLOUDAS, CO-OWNER TRINITY WINES

1. Although Trinity Wines was founded in 2011, amidst the financial crisis and under challenging circumstances, it managed to become in a very short period, one of the leading players in the wine distribution market in Greece. What are, in your opinion, the similarities and the differences between the financial crisis of 2008 and the one we are experiencing now, due to the Covid-19 pandemic?

Trinity Wines, a company specializing in the import and distribution of quality wines was founded in 2011, amidst very different circumstances. The reality and the challenges were different. To us, the year 2011 was the point in time until which the wine commerce was based on excess financing from the banking system, without any quality criteria. The financial crisis shook the banking system, adversely affecting the businesses that were unable to comply with their financial obligations. Nonetheless, the market (restaurants, hotels, tourism, Airbnb, yachting, villas), was entering into a course of development, rendering the companies that were offering luxury goods and services indispensable. As such, Trinity Wines, having invested in recognized, prestigious products, as well as specialized personnel, soon assumed a leading role in its category. The crisis we are experiencing today, due to the Covid-19 pandemic, is essentially different.

Covid-19 does not affect the businesses on the basis of quality criteria, but horizontally. The measures adopted for the protection of public health, which is undoubtedly of utmost importance, at the same time "strangle" the economy and create insecurity for the next day. We are, currently, not in a position to assess the full extent and the width of the adverse effects of this crisis, but the cost will be definitely high. Even when the measures cease to apply, it will take some time to return to where we were before this crisis. The safety measures against Covid-19, the sense of security, the restoration of transport, the psychology of entertainment, the financial data, are among the factors that will determine when we are going to bounce back.

2. What the consequences of the Covid-19 pandemic in the wine market and, more specifically: (a) domestic sales and (b) imports?

The consequences are the obvious: a dramatic decrease in sales. Wine, both local and imported, is primarily consumed in restaurants. At the moment, the only channels available for the sale of wine are the super-markets and the specialized wine e-shops.
In the super-markets one can find mainly average-low priced Greek wines – which is anyway what the super-markets primarily offer. With regard to the wine e-shops, we have noted an increase in sales, which remains however relatively low, compared to other European countries.

3. WHAT ARE THE MEASURES THAT TRINITY WINES HAS ADOPTED/WILL ADOPT, AT A COMPANY LEVEL, FOR THE MITIGATION (TO THE EXTENT POSSIBLE) OF THE PANDEMIC’S EFFECTS?

At this moment, we wouldn’t want to proceed to any rash moves, or actions resulting from panic. We are currently evaluating the situation and we are ready to immediately implement any necessary measures. Until now, with prudent and ethical management, without any excesses, we have managed to safeguard our company in such a way, in order to sustain the pressure of a few months. If the situation persists, we have the reflexes to react.

4. WHAT WILL THE NEXT DAY LOOK LIKE FOR THE GREEK AND INTERNATIONAL WINE?

As a business and at a personal level we are, by nature, optimists. The year has a number of challenges in store for the whole chain of wine production and trade (viticulturists, winemakers, distribution networks, importers, wholesalers, restaurants, hotels and retail points). The Greek wine, even subconsciously, will always be among the consumers’ preferences.

On the other hand, imported quality wines enjoy a considerable share, which in my view will not change. In such cases, I compare wine with music. The decisive criterion is not its origin but its quality. If it is of good quality, then it will always be among our choices. I believe that if we manage to have at least a satisfactory tourist season which will allow for the economy to operate, we can at least ensure a positive environment and a feeling of normality. A considerable number of businesses will be undoubtedly challenged but, in the end, I am certain that we will get through this.

VASSILIS PAPADOPOULOS, SOMMELIER MONK GRAPES & SPIRITS, CONSULTANT GIGIFIOGGOS WINE BAR

1. I REMEMBER YOU MENTIONING IN ONE FOR YOUR INTERVIEWS THAT: “THE PROSPECT OF GREEK WINE HAS NO LIMITS. IT IS PART OF OUR CULTURE, OUR EDUCATION. ALL OF US WORKING IN THIS INDUSTRY NEED TO REMAIN UNITED AND HELP EACH OTHER”. IN YOUR OPINION, HOW CAN WE STAY LOYAL TO THIS IDEA, AMIDST THE CRISIS WE ARE CURRENTLY EXPERIENCING?

One of my favorite quotes says that “a man’s talent is developed in isolation, but his character is shaped through life’s storms”. Today we are living in a state of “isolation”, so all of us working in the wine industry let us bring together our talents to shape the character required, in order to endure this life’s storm. Yes, the Greek wine’s prospects know no limits. Yes, it is part of our culture and our education. Yes, we need to stay united and help each other. Now more than ever, we need to turn to these values and we will make it through this turmoil.
2. In your opinion, what will the next day look like for the Greek wine and, particularly, wine bars?

A journey of 1000 kilometers starts with a step. We must be ready to make this first step with determination and optimism. The Greek wine market, as a whole, is about to face a journey of many difficult kilometers. My wish is for all to last until the finishing line, which initially will only bring us back to a normality – nothing more. If we manage to come to terms with this idea, then our priority should be sustainability and maintaining quality. The next day will find us all “counting our losses”, however rash actions will not be effective. Patience is of utmost importance. If, instead of sustainability and the preservation of quality, we aim at a violent and immediate profitability, the outcome will be catastrophic. In my opinion, the key for the next day is that things remain exactly the same. When wine bars reopen, they must maintain the same staff, philosophy, products and services, the same quality. It requires both professional and mental strength to feel like nothing has changed since the lockdown. If we manage to remain the same on the next day, then we will have set the foundation to build something new. We must remain the same, in order to be able to change effectively, in an organized and structured manner.

3. What are the measures that should be adopted to mitigate the effects of the crisis and how can Greeks, on an individual level, support Greek wine?

Under such circumstances, wine will undoubtedly be adversely affected – but where does the most significant damage come from? From the bar-restaurant market, profitable before the pandemic. Even if we can’t set off the profits from the consumption in bars-restaurants, with the domestic consumption, the target market has not changed. The people that consumed wine in bars and restaurants, still consume wine at home – even at this very moment. Perhaps we should have, from the very beginning, developed a multi-dimensional approach towards the end-consumer. Not only to mitigate the damage of the global pandemic, but also from a marketing and sales perspective.

One would ask if we can actually do that. And the answer lies in the creativity and the resourcefulness we now discover we (always) had and never used. All of a sudden, we are starting to appreciate delivery services. Companies have built websites and e-shops overnight. Social media have turned into valuable communication tools of which companies now want to make use. Within a few days, a significant number of online wine seminars has been made available to the public. During these times, “sworn” competitors have set aside their business differences and have decided to cooperate, by merging their products and services for the common good. I am suddenly receiving wines from companies that had long forgotten me, inviting me to participate at innovative online wine tastings. We have newfound respect for notions such as corporate social responsibility, sponsorships, digital media, professional solidarity, new sales fields. The examples are endless. But the truth is that all of the above could have happened before the Covid-19 pandemic. That is not to suggest that what we did so far was wrong, but that it might have been insufficient. Perhaps, during a time when everything moved in a very fast pace, we stayed behind – and staying behind in business terms equals, in my view, retrogression. And this refers to all parties involved in the wine industry - winemakers, sommeliers, restaurants, wine bars, wholesale and retail channels, educational institutions and so on. We all have a significant margin of improvement in terms of our operation models, marketing, management and the manner in which we promote the product to the market. Today, amidst this crisis, we are making use, as a “salvation board”, of all these ideas that we could have incorporated in our business activities a long time ago.
With regard to how will the post Covid-19 era look like: taking into account that we cannot be certain as to whether we find ourselves at the end of the beginning or the beginning of the end of this crisis, one thing is sure – the post Covid-19 era will find us with damages. We, therefore, need to act fast and engage ourselves in damage control. Each of us needs to count our losses, as they will not be the same for everybody. The State must undoubtedly provide its support – already in the sector of restaurants and hospitality we are discussing, with government representatives, issues such as VAT, allowances, social contributions, rent, payment of standard running costs (such as electricity) while the bars and restaurants remain closed etc. Of course in this discussion we are seeking our own “fuel”, for the engine to restart – keeping in mind that it will take time and a well-structured plan. We must first familiarize ourselves and stop being afraid of the idea of the damage and loss, we must envision the future, creatively restructure our business, reassess our goals and adopt new business plans, as if we are starting over again. Our objective should therefore focus on safeguarding the “same”, to be able to build the “new”. That is what my associates and I are doing at the moment: new plans, new goals, new financial models, new services, new sales channels, new educational programs, new co-operations. Everything will be new. The only thing that must remain intact is our passion for wine.

MARIA TRITARIS, WWW.CHICWINE.GR

CREATIVE INITIATIVES AMIDST THE CRISIS

And while the earth together with its people were dancing, unsuspecting, at a frenetic rhythm, suddenly everything went silent, as if an invisible finger pressed a button and everything changed.

We took a step back, stood still, thought, observed and reassessed our lives, we changed our habits. Wine turned into company, although its enjoyment and appreciation has been a bit more melancholic and solitary! We cannot share it with our loved ones in a nice restaurant, but we managed to meet, to communicate, to find alternative ways of entertainment, we arrange to meet online and, eventually, we become a company. We adjust to the circumstances.

Even so, we continue to enjoy each and every moment because we are united, even if each one of us is at home!

These circumstances motivated me to decide to start something that has been in my mind for a long time now. I dream of quality wine, accessible by all. I want to include wine in our lives, by creating short videos, through which I encourage my followers to enjoy their wine, by tasting with me special wines and by learning handy wine tips that guide us in discovering the numerous secrets behind this beautiful world, which allow us to embark upon a captivating journey, full of endless tasting moments. Together with every video uploaded on my You Tube channel every Saturday, I suggest a special wine in a super offer which lasts for just a week and which is available in my e-shop.

There is no doubt that the circumstances we are experiencing will have severe implications for many sectors, however I am confident that it will also provide us with opportunities for new beginnings!
1. **In your opinion, how will the Covid-19 crisis affect Greece as a destination for enotourism?**

The Covid-19 crisis will affect enotourism to the same extent that it will generally affect tourism in Greece. The most important issue is safety in traveling, which might prevent tourists from visiting our country. I don’t think that enotourism is affected in a different manner, either positive or negative. Quite the contrary, once in Greece, the visits to organized wineries are safe and the wine tastings that, during the summer, take place outdoors, are even safer.

2. **What would you say to Greek wine lovers who, at the moment, enjoy (or at least try to enjoy) wine at home? How can we safeguard the beautiful wine experience in such unprecedented circumstances?**

It is true that the wine needs company. But, even when you are alone, you can still enjoy the company offered by the beautiful journey of flavors and aromas. During the lockdown, we have all enjoyed beautiful moments tasting wines with our family and commenting about them with friends on social media.

3. **What are the measures that should be adopted by the wine industry and each one of us individually to mitigate the effects of the crisis and to safeguard enotourism as a core parameter in the sustainable development of wine in Greece?**

As mentioned above, enotourism is part of tourism and it will inevitably follow the same course. The crisis will not affect enotourism in particular. And what can we do? But of course, **taste and purchase wines**!

4. **What will the next day look like for Greek wine?**

This question has no obvious answer because no one knows when the next day will arrive and what will it look like. In view of the current situation it will undoubtedly be challenging, since hotels and restaurants (the winemakers’ main clientele) have been closed for a really long time and, of course, the tourist season appears scarce or even non-existent.

It requires resilience, solidarity, cooperation in the sectors of hospitality and tourism, as well as state support. For more details, you can always have a look at the next issue of Oinoxoos magazine, to be published with Kathimerini, on the 7th of June. I personally regard the situation with optimism and I believe that this crisis might assist the industry in identifying and fixing the small “pathologies” - everything will work out for the best. Let us not forget that wine endured a 10 year long crisis! **Wine is way too strong to back down and it will make it through this crisis.**
ABOUT TAILORED: LAW & BUSINESS IN THE FASHION & LUXURY INDUSTRY

TAILORED is a non-profit organization founded in Greece for the purposes of initiating a fertile dialogue between the Creative Industries and the legal world. With the vision of supporting the Creative Industries in Greece (Fashion, Luxury, Food & Wine, Travel & Leisure, Design & Architecture etc.), TAILORED is an organization which praises creativity and innovation.

At TAILORED we are dedicated to Law and the Business of Fashion & Luxury. We acknowledge the interdependence between the Creative Industries and the Law and we believe that both the businesses and their lawyers need to understand that the legal needs of these markets are unique – therefore they must be handled in a specialized, tailored manner.

TAILORED is designed to function as an educational and networking hub, with the ability to customize (tailor) its events and initiatives, in order to fit the particular business and legal needs of each of the Creative Industries it covers.

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