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Examining the Financial Impact of Designer Collaborations on Commercial Footwear Brands

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ABSTRACT

Designer and commercial footwear collaborations are increasingly common. Unlike traditional and accessible brands, luxury brands hold prestige that fills the self-esteem needs of the consumer. This has created a tension between the commercial brand's offerings of scale and the status that comes with the luxury brand's products. Existing research focuses on the theoretical impacts of such collaborations, but rarely tests those conclusions using real world examples. Additionally, existing research generally examines collaborations by analyzing consumer perception and marketing efforts rather than directly connecting these effects to measurable business performance (Cao and Sorescu 939). However, consumer excitement alone does not necessarily mean a collaboration is financially successful. This paper compares case studies from Crocs x Balenciaga, Dior x Birkenstock, and Dr. Martens x Rick Owens; and evaluates resale data, company financial disclosures, and consumer reception of products. These cases are useful as they involve different commercial brands and luxury partners, therefore allowing analysis of different degrees of brand compatibility. The findings show that these collaborations can shift how consumers perceive the commercial or luxury footwear brand, creating buzz and exposure to new audiences. Resale premiums and other demand indicators proved that the collaborations consistently generate short-term consumer demand. However, short-term demand does not always translate into sustained company level revenue growth. The cases show that brand identity alignment can help collaborations to produce strong, sustained financial outcomes. Overall, the findings demonstrate that the success of designer footwear collaborations should not be measured by demand alone. Their long-term value depends on the collaboration's ability to sustain consumer interest and convert that interest into lasting financial performance.

INTRODUCTION

Few consumer products carry as much cultural relevance as shoes. Footwear can signal taste, identity, and wealth (Gillath et al. 423). When looking at the product offerings of a luxury fashion house, handbag and coat prices make them entirely inaccessible to most people. However, a shoe sits at the bottom of the luxury price ladder, making it the product through which a luxury brand can acquire customers. When a luxury brand and a mass-market footwear brand collaborate, they are able to make a product that is both accessible and signals prestige.

The luxury sector has historically focused on raising prices and isolating their audience to be only the wealthiest buyers. In the 2020s, the flaws in this strategy have become clear. The barrier to entry for these brands grew, and growth flattened ("Global Luxury Stays Resilient"). Collaborations with commercial brands answers this problem, as the luxury brands can co-release culturally relevant products at an accessible price point to the average aspirational customer. Across three cases, this paper examines whether that strategy pays off financially: whether the consumer excitement these collaborations create turns into measurable, lasting revenue for the footwear brands involved.

Theme 1: Luxury collaborations create unusually high consumer demand

Sell-through rate is a measure of how much available inventory is sold during a given period. This metric is particularly useful as it converts the abstract concept of "consumer excitement" into a quantifiable measure of demand. Traditionally, commercial brands target a sell-through rate of 80% or higher. Fast turnover is crucial as products generally have shorter lifespans, since their product offerings shift with consumer trends. However, luxury brands frequently aim for a lower sell-through rate of around 50%, allowing them to maintain exclusivity while ensuring their collections are profitable. Selling out would force the brand to either overproduce its product and sacrifice exclusivity or let the resale value climb while missing out on all that potential profit (Kapferer 455). For both business models, a sell-through rate below 50% signals a need for intervention regarding the product (Gossein). However, this is traditionally not a problem with luxury collaborations. Unlike traditional commercialized footwear product drops, these releases are much more limited in stock to create the appearance of exclusivity. This triggers psychological motivators of scarcity and fear of missing out in the minds of consumers, therefore accelerating purchasing behavior from their desire for social belonging (Meyer). If luxury footwear collaborations consistently create scarcity, urgency, and rapid purchasing, they theoretically should cause the associated companies to see strong product demand. There are numerous ways retail companies measure consumer demand: for example, online search and engagement metrics or inventory shifts. In this case, the most readily available data that should be considered here to track demand is product resale value, which is the amount that the product costs on secondhand markets. As we already expect to see high demand, resale value allows us to track how intense the demand for a certain product is through how much buyers are willing to pay for it on secondhand markets. However, high initial demand does not necessarily lead to sustained financial value for the brand, which poses the question: do these collaborations have impacts on product demand beyond their short-term appeal?

Theme 2: Collaborations strengthen brand equity

High demand cannot solely be limited to scarcity. Brand equity, the commercial and psychological value a company gains from recognition, is another mechanism through which collaborations can influence customer behavior. Consumer attitudes towards a brand alliance carry over into revised attitudes towards each individual partner brand as well, not just the product of the collaboration (Washburn et al. 597). This effect, known as *spillover*, is asymmetric: partner brands are not necessarily affected equally by the same alliance; each side of the collaboration has something different to gain. Applying this model to our example of footwear companies collaborating with luxury brands, we find spillover gives commercial brands such as Crocs, Birkenstock, and Dr. Martens perceptions of quality, craftsmanship, and prestige

above traditional levels (Simonin and Ruth 35). This change in brand equity of footwear companies connects back to the idea of consumer willingness to pay; as equity transfers, consumers value the footwear brand's ordinary products more highly than before the collaboration as well, not just the collaborative item. This relationship, though different for each side of the collaboration, has benefits to both associated companies: Luxury brands gain access to new audiences and a larger consumer base ("Sneaker Collaborations Are Changing"). This creates value beyond the individual collaborative product, as the brand equity implications of such a collaboration change perceptions of the footwear brand as a whole. Increased perceived value could allow a brand to charge higher prices, increase margins, or stimulate demand for other products. However, the caveat in this research is that these tests measured shifts in controlled, hypothetical experiments. They aim to model real consumer spending, though the tests occurred in a lab setting, so there are likely factors that were unaccounted for. For example, everything was measured in a single sitting rather than a real collaboration where the effect plays out over months or years. In addition, the studies did not consider the real-world history, reputation, and prior consumer relationship of brands and how those might affect results. As such, the next question is if these changes to brand perception and demand actually appear in the financial performance of the footwear companies that are involved in such collaborations.

Theme 3: Collaborations can influence financial performance

Looking specifically at the sneaker industry: ecommerce revenue for luxury footwear grew by 131% between 2018 and 2023, driven by drops such as those previously mentioned; specifically, the Crocs x Balenciaga Stiletto Clog, Dr. Martens x Rick Owens 1B60 Pentalace, and Dior x Birkenstock Tokio Mules (Paredes). Yet, there is an important distinction to be made between product-level success and company-level financial performance. A collaboration can sell out quickly while still having a relatively small effect on overall company revenue, because production is often limited. However, there are other ways collaborations can help financially. Customer acquisition is one mechanism through which collaborations can create value beyond the collaborative product. Luxury brands, for example, often use the footwear industry as an entry-level category to acquire younger consumers who might not otherwise buy the brand (Pringle). Footwear brands are still pursuing this mechanism, explicitly to be "more open to the aspirational customer" that may desire the prestige of luxury brands ("Sneaker Collaborations Return"). Despite an abundance of theoretical benefits, such collaborations are not guaranteed to drive overall product demand or company growth.

Theme 4: The Influence of Brand Fit

Not all luxury collaborations succeed equally, even when each generates hype at launch. This may be because of brand fit, the factor determining whether consumers perceive two brands as logically compatible. In a study of 194 participants, Yu et al. found that perceived brand fit significantly predicted consumer willingness to purchase (17). While the experiment was for a different industry, the mechanism of brand fit correlating with purchase patterns still stands. Consumers will respond more positively to a collaborative effort when it fits how they already understand each brand's identity. For example, the sharp contrast between the fun, accessible model of Crocs and the high-fashion model of Balenciaga was likely a strong factor in the collaboration's limited success, as the two brands do not appear to work well

together. However, looking at collaborations such as Dr. Martens and Rick Owens, we can attribute their higher degrees of success to a stronger brand fit. The companies share a similar 'alternative' identity, which makes the collaboration appeal more to customer bases of each brand. This points to two different reasons people buy into a collaboration: because everyone wants it, or because it says something true about who they are (Yu et al. 22). Balenciaga x Crocs focused on the former: it sold through hype and shock value. The Stiletto Clog spread mostly as a viral image, and coverage focused on public disbelief at the shoe rather than the shoe itself (Pruitt-Young). In contrast, Dr. Martens x Rick Owens leans on the latter, since both brands already signal an alternative identity and a collaboration just reinforces that. Regardless of the reasons supporting footwear and luxury brand collaborations in theory, brand fit is what decides why collaborations with similar strategies can produce vastly different financial outcomes.

METHODOLOGY

Research question and hypotheses

This paper asks: do the consumer effects of designer collaborations translate into measurable, sustained financial performance for commercial footwear brands, and does brand fit determine whether they do? Based on the literature reviewed above, three hypotheses are tested:

Hypothesis 1 (Theme 1): Designer footwear collaborations generate short-term demand that exceeds supply, visible through resale prices above retail and reported product sell-outs.

Hypothesis 2 (Themes 2-3): Short-term demand does not, on its own, produce measurable company-level revenue growth, because limited production caps what a single drop can earn.

Hypothesis 3 (Theme 4): Collaborations with higher brand fit show stronger sustained outcomes such as continued releases, resale prices that stay above retail, and explicit mention in company disclosures than collaborations with low brand fit.

Source selection

This paper uses a comparative case-study design, examining three footwear and luxury brand collaborations: namely Crocs x Balenciaga, Dr. Martens x Rick Owens, Birkenstock x Dior to test whether consumer effects translate into measurable financial outcomes. In this context, consumer effects are described as changes in consumer behavior and perception caused by a collaboration. Research points to three consumer effects. Scarcity-driven demand is the urgency a limited release creates through fear of missing out, pushing consumers to buy quickly or pay above retail (Meyer). Spillover is the transfer of consumer attitudes towards a brand alliance to each individual partner brand (Simonin and Ruth; Washburn et al.). Brand fit is the degree to which consumers see the identity of two partner brands as compatible (Yu et al. 17) . This choice of all three collaborations being in the same industry was intentional to make the product category comparable and minimize external factors that may influence the degree of success within the collaborations. The three pairs were chosen to represent varying degrees of brand fit such as the sharp contrast for Crocs x Balenciaga vs. aligned identities for Dr. Martens x Rick Owens, allowing comparison across different compatibility levels. Prior academic literature (e.g.,

Washburn et al.; Simonin and Ruth; Yu et al.) is used to establish the theoretical reasons for luxury collaboration success (the three previously defined consumer effects) being tested against real-world outcomes.

Data collection and analysis technique

Table 1

Metrics and Measurement

Metric	**What it indicates**	**How it was measured**
Resale Premium	Short-term demand vs supply	(Resale price − retail price) ÷ retail price Measured at peak and current
Reported Sell-out	Demand exceeding supply	Press reports on whether the product sold out
Collaboration continuation	Sustained product demand	Whether the brands continued to work together, and for how long
Revenue growth	Company-wide performance	Year-over-year annual and quarterly revenue change for the year of the collaboration
Revenue share	The collaboration's revenue contribution as compared to the company's total revenue	Estimated units × retail price ÷ annual revenue
Financial mention of collaboration	If the company's financials credit the collaboration	Whether financial statements name the collaboration, and how they discuss its' impact
Brand Fit	Compatibility of brand identities	Whether the brand identities, are clashing, complimentary, or aligned
Consumer sentiment	Public reception of the product	Public media pieces and social forums such as Reddit

Table 1 lists each metric used in this study and how it was measured. This paper synthesizes two separate methods of data collection to achieve results regarding the success of footwear collaborations with luxury brands. The first is data-driven financial information: company financial disclosures, quarterly/annual revenue reports, and secondary-market resale data, which was used to estimate sell-through rate and

demand in situations where the official financial figures are not disclosed. The second method was analysis of customer sentiment. Consumer experiments, press coverage, and public forums were used to capture qualitative reception, perceived brand fit, and buzz that was later analyzed to see whether it converted into actual financial benefits for the associated companies. Method 1 and Method 2 were cross-referenced for each case to identify where perceived demand/sentiment did or did not correspond to actual revenue movement. Limitations are addressed directly in the research design: since companies do not publish isolated collaboration-specific revenue, financial data is interpreted at the company level, with resale and sentiment data used as supplementary to infer the effectiveness of the collaborations. This approach is explicitly framed to make results and conclusions more holistic. No single metric alone is strong enough to prove demand or financial impact, so synthesizing data across multiple methods grounds the analysis in real financial impact while still capturing the consumer perception that drives them.

RESULTS

Demand indicators

As defined in table 1, a strong short-term demand indicator is product resale value: if resale pricing is greater than retail pricing, demand must have been higher than initial supply for people to have to resort to secondhand purchasing. For the Crocs x Balenciaga collaboration, the black Stiletto Clogs sold for $750 on StockX at peak despite the $625 retail price, a 20% premium. However, the same shoes currently hold a resale value of $347, much under the $625 retail price. Similarly, the black Tokio Mules released by Dior and Birkenstock were selling for over double the retail price of $1100 soon after their release. For the Dr. Martens x Rick Owens 1B60 Pentalace, resale values reached up to $1001 and still hover around $655 despite the $420 retail price. (“Balenciaga x Crocs Madame 80MM”; “Dior by Birkenstock Tokio Mule”; “Dr. Martens 1460 DRKSHDW”). As shown in Table 2, all three products resold above retail at their peak, but only the Dior and Dr. Martens products still do.

Table 2

Retail and Resale Prices for Designer Footwear Collaborations

Collaboration	Retail Price	Peak Resale Price/Premiun	Current Resale Price/Premium
Crocs x Balenciaga Stiletto Clog	$625	$750/+20%	$347/-44%
Dior x Birkenstock Tokio Mule	$1,100	$2619/+138%	$2619/+138%
Dr. Martens x Rick Owens 1B60 Pentalace	$420	$1,001/+138%	$655/+56%

These premiums in Table 2 should be read against a 19% decline in the resale premiums for designer sneakers between 2020 and 2024, meaning resale value is expected to decline as part of a greater industry macro trend ("Is Sneaker Resale Really in Decline"). It was independently reported that the collaboration sold out within minutes at nearly every retailer carrying the collection, an extreme sign of short-term demand (Smith). For the Tokio Mules, a second demand indicator is a continuation of the collaboration (see Table 1) through the release of bright, new color variations such as khaki, pastel green, and yellow 11 months after the original release of the gray, black, and greige Dior Tokio Mules ("Dior x Birkenstock Footwear Collection"). Press reports of sell-outs provide a third indicator (see Table 1). Joseph Tang, fashion director at Holt Renfrew, told Vogue Hong Kong the collaboration "sold out before they made it to the sales floor" (qtd. in Holgate) and GQ reported the collaboration was nearing sell-out on Dior's website shortly after launch (Ramos).

Brand fit and consumer reception

Following Table 1, the brand mismatch between Crocs and Balenciaga is reinforced by general harshly negative opinion of the collaboration on several widely-upvoted public forum threads, as the product seems too complex for the simple model that purchasers of Crocs enjoy and too childish for the prestigious model that buyers of Balenciaga enjoy (Velasco). Additionally, the appeal of Crocs is simplicity and accessibility, explicitly describing their vision as "a world where everyone is comfortable in their own shoes" ("Corporate Responsibility"). Commenters argue that the stiletto clog undermines this by adding aesthetic complexity and instability (Reynolds). Such sentiment, including reactions like "WE DON'T WANT THIS", was a leading factor in the stiletto clog's discontinuation (Pruitt-Young). On the contrary, Dr. Martens' creative director described the partnership as connecting through both brands' association with wearers' rebellious self-expression, a cultural intersection he searches for in collaborators (Galassetti). The brand identity alignment of Dr. Martens and Rick Owens allowed them to create a product strong enough to still remain active. As a middle ground, Dior and Birkenstock's collaboration works differently than both of the other case studies. Their identities do not clash as we see with Crocs and Balenciaga, nor are they aligned as we see with Dr. Martens and Rick Owens. Instead, the comfort of Birkenstock and the luxury of Dior are complementary to each other, with shared values such as craftsmanship and quality ("Dior x Birkenstock Tokio Mules").

Financial performance

We see an example of a collaboration's strong demand not translating to company revenue with the Stiletto Clog: the $625 shoe nearly sold out and generated significant media buzz, and Crocs' revenue grew considerably during that fiscal year, boasting a 67% revenue climb ("Crocs, Inc. Reports Record Annual Revenues"). However, the company attributed this growth to broadened consumer demand, not the collaboration. Collaborations appear nowhere in this attribution, and even if they were present, the Stiletto Clog would be a nonfactor to Crocs revenue as it was sold as a product under Balenciaga rather than Crocs. Additionally, any revenue from the collaboration would pale in comparison to the company's $2.31B of revenue in 2021. Generously assuming the collaboration produced 10,000 pairs, this would only drive $6.25M, around 0.27% of Crocs' 2021 revenue (*Crocs, Inc. Reports Record Annual Revenues*).

However, the opposite appears to be true for the drop of the Rick Owens x Dr. Martens 1B60 Pentalace, seen in Dr. Martens' FY26 results. The shoe retails for over double the traditional Dr. Martens boot retail price at a range between £390 and £480, commanding a premium for the aspirational audiences that are attracted by such collaborations. Regardless of a FY26 overall 8% decline in boot sales, the FY26 financial statements specifically point to "strong-performing boot collaborations such as Rick Owens" as a saving grace for the sector (*Dr. Martens plc FY26 Results Statement*). This case offers the strongest case study on customer acquisition, drawing sales through collaboration regardless of a decline in boot sales for Dr. Martens as an individual company.

Clarity regarding the financial impact of collaborations is often not public: Birkenstock was not public until well after the Dior collaboration, and Crocs as well as Dr. Martens do not isolate collaboration revenue in financial disclosures.

DISCUSSION

Consumer willingness to pay secondary-market premiums above retail price (Table 2) provides evidence of excess consumer demand relative to supply, indicating sell-through rates nearing 100% for luxury collaborations. However, we saw this demand signal did not always line up with company revenue. For Crocs, there was an explicit gap between demand and revenue; the stiletto clogs had a strong resale premium, but the product's revenue was not significant enough to be mentioned in the company financials or drive continuation of the collaboration. Yet, in other cases we saw demand did line up with measurable financial follow-through. The clearest example of this is Dr. Martens, as the mention of their Rick Owens collaboration as one of the company's "strong-performing boot collaborations" in published financials for the fiscal year of 2026 is proof that this demand can cause revenue growth significant enough to be specifically noted in financial documents. We again see an example of a designer collaboration with a footwear company driving revenue with the Dior and Birkenstock Tokio Mules: this example is complicated by the fact that Birkenstock was pre-IPO at the time of collaboration and so lacks financial data, but the fact that the collaboration is ongoing over 4 years later and expanded through releasing new colorways in 2023 is a strong sign that the product drove revenue for the involved companies.

Regardless of the heavily publicized nature of the partnership, Crocs' modest revenue growth despite strong resale demand for the Balenciaga stiletto clog aligns with what Simonin and Ruth's fit-driven collaboration spillover model would predict; the brand fit mismatch between the companies due to different target audiences and product appeal offers an explanation for why spillover failed to convert to revenue. The brand fit between Birkenstock and Dior, on the other hand, is much more ambiguous. The comfort of Birkenstock and the luxury of Dior are complementary to each other rather than being conflicting traits in the way accessibility and exclusivity are for Crocs and Balenciaga. The collaboration's continuation over 4 years between Birkenstock and Dior is more consistent with Washburn et al.'s claim that sustained designer and retailer collaborations reinforce brand equity over time, regardless of the fact that the lack of publicly available Birkenstock financials from the timeframe prevents confirmation of the positive revenue impact of the collaboration. Contrasting Crocs, Dr. Martens' public description of the Rick Owens boot as a "strong-performing" line alongside the alternative brand identity of both brands most directly supports Simonin and Ruth's prediction that high

brand fit translates to a product's financial success. This is the strongest evidence for spillover positively influencing a collaboration: the description of the collaboration as for reaching new, aspirational audiences suggests spillover-oriented thinking was behind the collaboration and was a driver of the 1B60 Pentalace's market success.

LIMITATIONS

While all valuable, each of these case studies comes with confounds that limit their effectiveness when analyzing designer collaborations with footwear companies as a whole. Birkenstock's is the clearest: their pre-IPO status during the collaboration window with Dior means no public financial disclosures exist for this period, so the Dior Tokio Mules cannot be evaluated against company-wide revenue numbers. For Dr. Martens, the strongest piece of evidence is the company's framing of the Rick Owens collaboration as "strong-performing". However, this claim is relative to their boot revenue as a whole, which declined by 8% between FY25 and FY26. This means the claim may simply reflect relative resilience in a shrinking category, not necessarily indicating absolute growth. When looking at Crocs, the company size must be accounted for. Crocs is a significantly larger company than both Dr. Martens and Birkenstock, pulling in $4.1B of annual revenue for FY2024 as compared to the $1.1B for Dr. Martens and $1.8B for Birkenstock ("Crocs, Inc. Reports Record 2024 Results"; *Annual Report for the 52 Weeks*; "Birkenstock Reports Fiscal 2024 Results"). This means that even if the unit economics of the Balenciaga stiletto clog were profitable and demand was there, the limited nature of the drop makes it a very small percent of the company's product offerings. Therefore, the stiletto clog would not have been able to impact revenue as significantly as more traditional and widespread Crocs, which may be the reason for modest revenue growth rather than the clog being unsuccessful. The same logic works in reverse for Dr. Martens and Birkenstock: as both are significantly smaller companies, a collaboration has more room to meaningfully influence company financials. This means the research is not only testing different degrees of brand fit as intended, but also different company sizes, a factor the comparative design of the research does not account for. Limitations are addressed directly in the research design**:** no single metric alone is valued enough to singlehandedly prove demand or financial impact, so synthesizing data across multiple methods grounds the analysis in real financial impact while still capturing the consumer perception that drives them.

The previous research done by groups such as Washburn et al. as well as Simonin and Ruth offer real experimental evidence that collaborations do have the power to shift consumer attitudes and perceived value. However, sell-through rates are not necessarily proof of demand. While they are a very strong indicator of demand, product drops with limited supply can produce extremely high sell-through rates precisely because units are restricted. When a commercialized brand attempts to sell an exclusive luxury product, this is almost always the case. Therefore, a sold-out drop is not evidence of unusually large absolute demand. Additionally, tracking resale premiums such as on StockX does not address revenue captured by the original brand. This accurately measures secondary-market willingness to pay, though secondary-market sales do not translate to actual brand revenue, meaning the usefulness of this metric to track product demand from the companies actually leading the collaboration is limited. Lastly, many of these theoretical tests fail to acknowledge the added costs that come with luxury collaborations. Licensing, design fees, and marketing can offset margin gains and complicate the actual execution of such

collaborations. Every metric tracked, though useful in its own way, comes with significant limitations. These limitations are exactly why the comparative case-study design of this paper using real financial disclosures as a base to ground research is necessary.

CONCLUSION

Across all three collaborations, evidence of short-term consumer demand was consistent. We see this most clearly when analyzing the resale premiums on these collaborations, as all three products showed above-retail resale value at some point. The Crocs x Balenciaga Stiletto Clog generated significant media buzz on release, the Dr. Martens x Rick Owens Pentalace peaked at more than double its retail price on resale, and Dior and Birkenstock extended the Tokio Mule into new colorways within a year, an expansion unlikely to occur if the original drop had underperformed. However, evidence of sustained positive financial impact was often absent. For Crocs, the collaboration was not deemed noteworthy when commenting on the company's revenue growth, and the limited nature of the drop would limit the product revenue to significantly under 1% of the total company revenue. For Birkenstock, no pre-IPO figures exist that allow us to measure revenue impact of the collaboration. However, the ongoing nature of the collaboration since 2022 indicates that the collaboration has positively influenced whether that be financially or through change to brand equity. Our strongest case, Dr. Martens, did see public disclosures containing notes that addressed the positive financial impact on the company of their collaboration with Rick Owens. However, even with this collaboration the $1001 resale price at the product's peak dropped to $386 at one point, lower than retail pricing. The strongest evidence towards the long-term success of such collaborations is a product with wavering 'success' that simply outperformed an already shrinking boot category rather than actually growing the company.

Our results suggest the spillover effect of footwear collaborations with designer brands is real and creates a strong short-term shift regarding the perception of the brand. However, the results indicate such collaborations have a low chance of sparking long-term uptick in revenue growth, and only will provide long-term financial benefit if the brands have similar or complementary brand identities. Though three cases and limited financial disclosure hinders the effectiveness of this claim as a general industry-wide rule, the results are consistent enough to strongly suggest a gap between the short-term and long-term effectiveness of footwear collaborations with designer brands in terms of revenue growth.

There are several ways that future research could address these gaps. First, being able to identify collaboration-specific sales data would allow revenue to be measured directly rather than inferred. Second, now that Birkenstock is publicly listed, its disclosures could show whether the ongoing Dior line appears in reported results. Finally, spillover could be tested directly by checking whether sales or prices of a brand's regular product offerings change after a collaboration launches.

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