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THE WALL STREET JOURNAL MAGAZINE

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## ZOË KRAVITZ

FALL FASHION ISSUE

FALL 2022



"I REALLY WANTED TO TELL  
THE STORY OF A JOURNEY.  
I LITERALLY STARTED FROM  
SCRATCH, WITH NOTHING."

—EDWARD ENNINFUL



## MARKET REPORT.

### 91 WILDEST DREAMS

Brimming with sculptural appeal, the season's boldest silhouettes bring a touch of drama to a casual wardrobe.

Photography by Jesse Jenkins  
Styling by Chloe Grace Press

Above left: Magazine editor in chief and author of *A Visible Man*, Edward Enninful, photographed at his home in London by Bolade Banjo.  
Above right: Silver Jimmy Choo high heels, photographed by Adrien Dubost; set design, Staci-Lee Hindley; fashion editor Lizzy Wholley. For details see Sources, page 168.

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**Sterling K. Brown**

At home the actor is a creature of habit, but his roles are unpredictable, including his latest as a deluded megachurch pastor in *Honk for Jesus. Save Your Soul*.

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Step into the shape of a new season with a refreshed take on cinched-waist suits, power shoulders, gamine grunge and sleekly sexy cutouts.

Photography by Gregory Harris  
Styling by Géraldine Saglio

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For her provocative directorial debut, *Pussy Island*, the 33-year-old actor and musician was ready to write her own script.

By Hunter Harris  
Photography by Campbell Addy  
Styling by Gabriella Karefa-Johnson



STUDY IN DESIGN

# RH'S BIG BET

For the past 20 years, Gary Friedman, RH's chairman and CEO, has taken risks in the retail world. Now he's banking on the brand's first lodging concept.

BY HOWIE KAHN PHOTOGRAPHY BY CHRISTOPHER STURMAN



**HOME AWAY FROM HOME** "We think privacy is going to become an important luxury market," says Gary Friedman, photographed in the bathroom of his private residence at RH Guesthouse in NYC.

**G**ARY FRIEDMAN wants to send the steak back to the kitchen. "It's not quite right," he says. "It's all off."

Friedman, 64, is the chairman and CEO of RH, the publicly traded company formerly known as Restoration Hardware. When Friedman first joined the nearly bankrupt business as CEO in 2001, its inventory included items like garden gnome sprinklers and mini Etch A Sketches. Now RH has a market cap of nearly \$6.5 billion, landmarked retail locations with multifloor displays of luxury furniture and two private jets (*RH1* and *RH2*) and a yacht (*RH3*)—all available for charter later this year. RH's hospitality arm alone, including its 14 in-store restaurants, is projected to exceed \$200 million in 2022.

"This will be restaurant 15," Friedman says of the Dining Room, the first RH restaurant not inside an RH store. "It's 78 steps away from one," he says, gesturing around the corner toward RH New York, with 90,000 square feet of retail and a rooftop restaurant of its own.

The Dining Room specializes in wood-fire cooking and sits on the ground floor of the new 25,000-square-foot RH Guesthouse New York, a six-story lodging concept—the brand's first—with six rooms and three suites, set to open in September. There's also a 2,600-square-foot "residence" that Friedman—who lives in Marin County, California, near RH headquarters in Corte Madera—will occupy when he visits Manhattan or rent out at his discretion. (All pricing is available only upon request.)

Sitting at a corner banquette waiting for a new steak, Friedman talks about the genesis of Guesthouse by citing a list he's been compiling for more than three decades. Its subject: faults he's experienced in other hotels that he's dreamt of revising.

Hotel bathrooms have long confounded Friedman. "Nobody wants to share a bathroom," he says. So all Guesthouse rooms have two. Late-night eating also gets an edit. "Why do I have to eat Pringles and M&M's at 2 in the morning just so my stomach's not growling?" His solution is a built-in refrigerated pantry stocked with fresh baguettes, cured meats, sliced cheese and crudités. He also rethought the hotel gym, an amenity he says often invites indignity and inconvenience, as opposed to hospitality. "I wake up in the morning and generally look like a bus hit me," Friedman says. "My face is all puffy. My hair is all wiry and sticking out. And so I'd get up and I'd look in the mirror and go, 'God, I can't get on an elevator and say good morning to anybody looking like this.'"

All Guesthouse rooms have stainless steel and walnut workout equipment—including kettlebells, dumbbells, a leather upholstered >



roller and a Bosu ball—tucked away in custom European white oak cabinetry so guests can exercise in private.

There's no lobby. A discreet entrance with a podium is staffed by a single attendant who won't ask for your credit card or booking information. The subterranean Champagne & Caviar Bar with marble tables and mohair chairs seats 32 people, but no hard liquor will be served on the premises. A rooftop pool has daybeds for occupants of the hotel. Children are prohibited at Guesthouse, as are "loud and grumpy guests," says Friedman.

Friedman pitched the Guesthouse idea to his board of directors in 2011, showing them a photograph of the wedge-shaped building at 55 Gansevoort Street in Manhattan's Meatpacking District that would become its address. Built in 1887 in a vernacular style, the structure once housed an art gallery and a nightclub. The facade appeared to be in disrepair.

"They thought I was nuts," Friedman recalls. But he persisted. "It's called the art of wearing them down," he says. "You just keep going back. You keep showing. You listen to people." RH ultimately signed a long-term lease on the property in 2015.

"I'm the least likely guy to be doing what I'm doing," Friedman says. "I was never exposed to luxury and got booted out of junior college my first year." Friedman, a billionaire whose fortune is made up largely of RH stock, credits his work ethic and perseverance for his rise. "No one is going to outwork us," he says, rattling off several recent team sessions that lasted until nearly sunrise. "Last night, we were sitting here working on the breakfast menu until 4 a.m. We've tasted dozens and dozens of kinds of lox."

Friedman was 5 years old and living in San Francisco when his father, Meyer, died. His late mother, Angelina, had bipolar disorder and schizophrenia. "She couldn't always keep a job," Friedman says. His family moved apartments 21 times and got by on welfare checks. While Friedman was attending Santa Rosa Junior College in California and carrying a D average, he recalls, a counselor told him he was "wasting taxpayer money," and his formal academic education ended at 19. He decided to focus on something at which he knew he'd excel. "I was a stock boy at the Gap," he says. "I won an award for being the best folder in the company and worked my way up there for [thenext] 11 years." Eventually Friedman oversaw 63 stores in Southern California.

"You can't bet against Gary," says Mickey Drexler, the former Gap Inc. and J.Crew CEO, now building Alex Mill, an apparel company co-founded in 2012 by his son, Alex Drexler. Mickey Drexler met Friedman when Friedman was 25, working as a store manager at a Gap in San Francisco. He found Friedman's unfiltered feedback, his exuberance and his merchandising ideas to be a rare combination of skills and would invite him to executive-level meetings to share his point of view. The two men still speak frequently, and Drexler will be among Guesthouse's first visitors.

"I don't always agree with Gary," Drexler says. "I didn't agree with him opening all the gigantic stores...when retail was cutting back on square footage and trying to do enough volume in large spaces seemed like a disaster." Drexler laughs. "He's proved me and many others wrong," he says, noting that Friedman is primed to do it again with Guesthouse, another idea Drexler initially questioned. "I thought, There goes Gary again, taking too much of a risk. But it's another example of his vision."

Satisfied with the second steak, plus two more dishes—a crispy waffle and a caramelized banana split that matches the Dining Room's

burnt-caramel velvet upholstery—Friedman is ready to give a tour of Guesthouse's 10 rooms.

One of the first rules of Guesthouse is to not post photos. Friedman has decided against publishing photographs of any guest rooms. There is no booking site with visuals; potential guests must inquire on RHGuesthouse.com as to whether a room is available.

"We think privacy is the one thing everybody's given away with social media, and the one thing the internet's taken away, because you can google anyone," Friedman says. "So we think privacy is going to become an important luxury market." (RH itself does not have social media accounts, nor does Friedman, though you can sometimes catch a glimpse of him on the Instagram feed of Australian singer Bella Hunter, his girlfriend of nearly 10 years.)

Since the project's inception, Friedman has been fending off the same line of questioning from people looking to make business sense of the endeavor: Won't the Guesthouse just be a glorified showroom for RH furniture? "I tell them, 'It's not going to have any of our furniture,'" says Friedman. "It's not about the furniture."

There are three primary materials used in the design of Guesthouse's rooms: European white oak throughout the living and sleeping spaces, Italian travertine in the bathrooms and stainless-steel light fixtures, faucets and handles. The continuous use of oak, from floor to ceiling, coupled with the decision to not hang any art on the walls, makes the bedrooms feel like bespoke built-in units. A slideshow of dozens of renderings of the room design throughout the years—Friedman says there are hundreds more—reveals his process of stripping away, resulting in a room dominated by symmetry and minimalism.

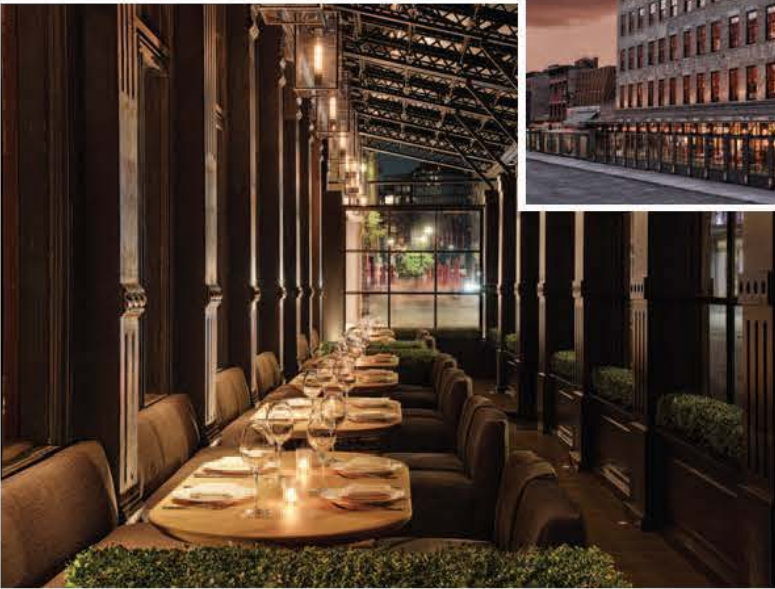
While Friedman says simplicity guides his design ethos at Guesthouse, his expansion plans for RH are more complex. Over the next several years, RH aims to expand by hundreds of thousands of square feet, with the company opening stores for the first time in Europe while continuing to grow in the United States. RH's first English location—RH England, the Country House at the Historic Aynho Park—at a 17th-century estate, 65 miles northwest of London, is set to feature nearly 70,000 square feet split between retail and six hospitality



**BY DESIGN**  
Clockwise from below: RH Guesthouse, in Manhattan's Meatpacking District, has six rooms and three suites; the Dining Room restaurant will be open to the public; the Champagne & Caviar Bar seats 32 people.

**"I DON'T ALWAYS AGREE WITH GARY.... HE'S PROVED ME AND MANY OTHERS WRONG."**

—MICKEY DREXLER



**PRIVATE OASIS**  
The rooftop of RH Guesthouse, the brand's first lodging concept, features a pool and a dining terrace that will be open only to guests.