

DECEMBER / JANUARY 2012

# House Beautiful

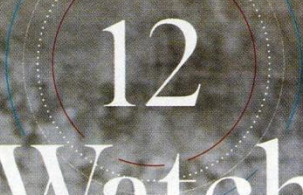
## Big Ideas for Decorating in 2012

12  
Movers &  
Shakers

\$4.99







# 12 To Watch In 2012





WE'RE ALWAYS  
INSPIRED BY  
MOVERS AND  
SHAKERS  
AND DESIGN  
VISIONARIES.  
HERE ARE  
OUR PICKS  
OF PEOPLE  
YOU SHOULD  
KEEP AN EYE  
ON. THEY'RE  
SHAPING  
THE WAY THE  
WORLD LOOKS,  
AND THE  
WAY WE LIVE.



## 2 the BRAND MASTER Gary Friedman

### THEN TO NOW

Gap salesman; president of Pottery Barn; co-CEO of Restoration Hardware.

### MASTERSTROKE

Reinvented the company by changing the entire product line from retro-inspired bric-a-brac to high-end, hand-crafted home furnishings.

### THE LOOK

A very particular mix of French, Americana, Regency, Baroque, industrial, midcentury, and aviator chic, showcased in tens of thousands of retail square footage and a 616-page "magalog."

### WHAT'S COMING IN 2012

A tableware collection and his biggest store yet—40,000 square feet—in a legendary Boston building that originally housed the city's Museum of Natural History. With innovations like a floral boutique, tea atelier, *bibliothèque*, and rooftop garden in some stores, he's bound to keep pushing the envelope.

PORTRAIT BY  
VICTORIA PEARSON