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lands, where he spent his childhood. He s >>>

finishing up his holidays with six of his 11 dogs and a mild chest infection, which is why he describes his time off as "not very good." But anything is better than last year.

"Last year was turmoil. I achieved many things that I did want for a very long time," he says, rattling off a list before concluding that 2019 "was too much. I'm so happy it's finished, actually."

This year should be heady too, but in a way that makes Blahnik feel rejuvenated. That's an interesting word for a 77-year-old man running a nearly 50-year-old business that became a household name more than two decades ago thanks to the HBO series *Sex and the City*. Blahnik and his 43-year-old niece Kristina Blahnik, the company's chief executive, are looking to the future, adjusting for the next generation as he watches his loyal clients from the '70s "disappearing, or dying," as he puts the morbid truth.

The Blahniks don't intend to head into the sunset with them, and to that end, plans have been put into motion, and the rumor mill along with them. Terminating a licensing deal might sound like a mundane business decision, but when it entails the sudden end of a 37-year partnership with the behind-the-scenes industry stalwart George Malkemus, Blahnik's longtime U.S. president who was largely responsible for the Sex and the City phenomenon, eyebrows are raised. The severed relationship was announced last April after Manolo Blahnik offered "unacceptable terms" to Malkemus, who also operates the license for the SJP by Sarah Jessica Parker shoe collection. In fact, Malkemus is opening SJP's first brick-andmortar store at Blahnik's former TV-famous boutique on West 54th Street in Manhattan,



which shuttered exactly a year ago.

For his part, Blahnik is opening new stores to reassure loyalists who were alarmed by the closing of the flagship. And he is not dwelling on the past: "It's like a marriage. When you get tired—boom! A new one."

Merchants too are looking beyond Blahnik's annus horribilis. "While 2019 was a year of transition for Manolo, we are optimistic about the future," says Roopal Patel, fashion director at Saks Fifth Avenue, which has a Blahnik shop on its renovated women's shoe floor.

The patron saint of stilettos says he leaves strategic planning to his niece, while he focuses on the sensuous sculpture of his heels and the expressive colors that have made him a sort of footwear Pedro Almodóvar. Yet the sudden changes on the business

side have led to questions about Blahnik's involvement in the design process. He'll have you know the Manolos are all his.

"I work differently than anybody else, in the sense that my ideas come when I'm sleeping," he says. "I wake up and I have next to my bed a pencil and a block of paper. People have much more order than me when they work, I guess. I don't have many assistants. I do it with three people. That's it."

Kristina confesses to being one of those three. "He goes from one idea to the next, and then I'll help him focus on one. Then we'll work on it together," she says. "I'm originally an architect, so you give me a springboard to bounce off and I'll help you jump higher."

Her goal is to thrive independently and not sell out in today's leverage-seeking world of M&A. "I just don't see why anyone would do that," she says. "It's an ever decreasing circle of people that have their own privately run businesses, but it's those that are still run by the families that maintain integrity."

The Blahniks see the acquisition of an Italian factory with which the designer worked for 30 years, the control of their U.S. distribution, and the new stores in New York (as a well as a boutique in Paris's Palais-Royal that opened a year ago) as a means to express a new purity of ambition that will allow them to recruit a new generation of customers. The Spanish master knows that millennials are keener on comfort than their forebears, so he is learning to embrace lower heels.

"I cannot lose my high heels," he says. "I love high heels. I cannot deal without having high heels." Still, "I'm going down." T&C

