



The Exponent

March 1991

THE UNIVERSITY OF CHICAGO WOMEN'S BUSINESS GROUP

Letitia Baldrige to Speak at April Event



Letitia Baldrige

By Andrea Kellick

One of the macro-trends in business that we have all heard so much about is increasing globalization, which results in increased competition and more complex

business relationships. In a world involving many international contacts, corporate-raider etiquette will neither help you get, nor keep, clients. In the next decade, ethical manners and thoughtful behavior will be key components in creating and maintaining these relationships.

There are few individuals as well qualified to address this topic as Letitia Baldrige. On April 9, 1991, this noted business author will discuss her views on the subject in an event to be held at the Monroe Club, at 111 West Monroe, from 6:00 P.M. to 8:00 P.M. A cash bar is available at 6:00 P.M. A buffet dinner with pasta bar will be served after Ms. Baldrige addresses the members and guests.

Letitia Baldrige is a well-known expert on the subject of appropriate behavior, with twelve published books to her credit, including the best-selling *Letitia*

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WHO: Letitia Baldrige

WHAT: "The 1990s—Naughty or Nice?"

WHEN: Tuesday, April 9, 1991

6:00–6:30 P.M. cash bar; 6:30–7:00 P.M. presentation;
7:00–8:00 P.M. pasta bar and buffet

WHERE: The Monroe Club
111 West Monroe, 23rd floor

R.S.V.P. with coupon below by Friday, April 5, 1991.

For more information, call Kathy Terman at 312/294-8065.

Letitia Baldrige
April 9, 1991

Name _____

Daytime Phone () _____

Guest(s) _____

Amount Enclosed _____ (\$20 members, \$22 guests; includes buffet dinner)

Send coupon with check payable to the University of Chicago Women's Business Group to:
UCWBG, 630 Green Bay Road, P.O. Box 350, Kenilworth, IL 60043.

Gayle Hanley Battles "Retail Wars"



Hanley details Chicago plans of Henri Bendel

By Mary Collins Kumaki

On Tuesday evening, February 5, 1991, Gayle Hanley, managing director of Henri Bendel's new Chicago branch, addressed a standing room only crowd on "The Retailing Wars in Chicago." While some may have stopped by to check out the store's leading edge spring fashions, it was obvious that the majority were spurred by an interest in hearing from this twenty-one-year veteran of the retailing industry, an industry that seems to be constantly in the news.

Henri Bendel is a recent acquisition of the Limited. This company, in addition

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From the President's Desk . . .

Off to a Great Start

Congratulations to Kathy Terman and her committee for arranging the Henri Bendel event on February 5. What a wonderful way to begin our 1991 program year. We had eighty-three members and guests in attendance, and from all appearances, everyone had a great time. Gayle Hanley entertained us with her comments on the state of retailing today, and took us on a tour of the most magnificent store I've seen. With this program as a precedent, I can't wait for the next one.



Kitty Voss
President

Board News

January's board meeting explored directions for 1991. In addition to supporting and growing existing subgroups, such as the M.B.A. mother's network and regional suburban network groups, we are discussing two new initiatives.

First is the formation of a committee for business startups and entrepreneurship. This committee will support the growing numbers of our membership who are now focusing their careers on small or self-owned businesses. Lorena Blonsky, immediate past president, and Judy Thornber, advisory board member, are organizing the committee. Feel free to contact one of them to express your interest and offer suggestions.

Donna Seltin has volunteered to explore an association between the UCWBG and a cause or voluntary activity. She welcomes your calls and recommendations, addressing such issues as: Which group(s) or organization(s) should we become involved with? What form should help take? (fundraising? volunteering time?) Should we work with one group or be a clearing house offering several groups for volunteer opportunities?

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Vice-President's Voice

Director-at-Large of the UCWBG is a rather vague title. But a former director-at-large, Adrienne Harvitt, made the job pretty specific. Adrienne decided that the UCWBG needed a little old-fashioned hospitality, and jokingly announced she would be Miss Hospitality. Now that title might conjure up images of superficial niceties or empty-headed beauty queens. But to know Adrienne is to realize she is anything but shallow.



Carlette McMullan
Director-at-Large

More importantly, I think she had identified a very real need in the organization and sought to embody the symbol of friendship in an official director's post. I find the idea of hospitality director a worthy one to succeed and so, unofficially, I too will seek to make a rather general role more specific. However, hospitality by definition is a group undertaking. I hereby encourage each and every one of you to be my special hospitality ambassadors this year. What does that really mean? Personally extend yourself to other women in the group. In these days of precious free time from work and family responsibilities, I sense that new friendships often receive short shrift. I mean friendship, pure and simple. Laughing, inside jokes, shared passions—political, cultural, athletic, you name it—just no strings attached in those perfect friendships: you know the kind.

I believe we run the risk as members of a women's business association of encountering one another in a less than altruistic fashion (particularly after a grueling day and you find yourself at a 7 p.m. UCWBG meeting). After all, aren't many of us still at work—our suits of armor on—naturally, and probably somewhat subconsciously, seeking to derive very tangible benefits from this association? I am not sure the real benefits aren't somewhat more subtle. I was struck by University of Chicago President Hanna Gray's remarks to us last year regarding networking. She objected to the term, as she felt it suggested instrumentality and

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THE UNIVERSITY OF CHICAGO WOMEN'S BUSINESS GROUP

1991 Board of Directors

President:

Kitty Voss
708/864-5052

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708/655-1232

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708/831-5990

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312/236-1600

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312/702-3733



(l to r) Linda O'Bryant, Gayle Hanley, Kitty Voss, and Lynn Russell discuss Chicago retail market.

to operating the Limited stores across the country, also owns Limited Express, Victoria's Secret, and Lane Bryant. Until its purchase last year, Henri Bendel was a single New York boutique with a ninety-six-year history. There are now four Henri Bendel stores—New York, Chicago, Columbus, and Boston—all working to test and refine the marketing plan that will be used to roll the chain out to eighty stores at the end of a twenty-four-month test period.

Since the Limited views each of its four Henri Bendel stores as laboratories for testing this marketing plan, it is appropriate that Gayle Hanley began her talk with an answer to the question of how to market a specialty store. She visualizes her approach to this problem as a four-legged stool, a stool supported by people, product, promotion, and presentation. Like a stool, she says, a good marketing plan needs three strong legs to stand, and

if you can strengthen all four, you have a wonderful stool.


To survive in the current tough retailing climate, Gayle works smarter, harder, and longer. She also relies very heavily on her experience, having made it through two severe recessions. Her first was when she was a buyer for Gimbals. She says it got so bad, and she was so miserable, that she actually hung a noose on the door of her office. Now her experience reminds her that, while the market may have shrunk, there still is a market. Her goal is to get more than her share of the piece that is left.

Gayle is also a strong believer in differentiation. She stresses differentiation as an overall marketing strategy, not one she uses just to survive the rough times. This is a philosophy she shares with the Limited, a company known for its unique products. But, where the Limited builds its business on "category killers," those

less expensive fashion items that take the industry by storm, Henri Bendel goes for the "larger than life." The store's niche is in being the first to see the trend and identify ways to exploit and differentiate it.

When discussing the differences between Henri Bendel and other stores, Gayle talked of Les Wexner's (the Limited's chairman of the board) vision for the new chain. He sees Henri Bendel as targeted at several other retailers, notably Sak's and Neiman Marcus, yet different from them. There is a certain small percentage of women looking for evening gowns, gowns they might otherwise purchase at one of these upscale department stores. Henri Bendel wants to serve this segment. The balance of the business is targeted at being "Ann Taylor's nightmare." With its focus on larger-than-life presentations and private label brands, Henri Bendel seems to be positioning itself to be just that.


When discussing the personal aspects of her career, her successes, and failures, Gayle was noticeably more reticent. She touched briefly on her experience of being named vice-president, director of stores for Bloomingdale's in New York before she turned 30, as well as glossing over the numerous other prestigious positions she held before moving to Henri Bendel. She also indicated that, despite the large number of women in the industry, she sees that the glass ceiling still exists in retailing.

With the unsettled conditions in retailing today and the exciting challenge of managing one of the test stores for the Henri Bendel rollout, Gayle appears to be headed for an interesting period in her career. Not only will she be adding to her long list of accomplishments, she will also be helping to shape the face of retailing for the twenty-first century. 



UCWBG members compare notes at Henri Bendel.

Baldrige, cont'd from front page

Baldrige's *Complete Guide to Executive Manners*. She lectures extensively, serves on eight corporate boards, and is a frequent guest on *Late Night with David Letterman* and the three morning network shows. Since 1964 she has run Letitia Baldrige Enterprises, Inc., a Washington, D.C.-based public relations consulting and executive management training firm with an extensive international client base. Her career began as an assistant to the U.S. ambassadors in Paris and Rome. She is probably best known as chief of staff for Jacqueline Kennedy at the White House. 

Career Services Offered to GSB Alumni

Alumni Career Management Newsletter

This newsletter is published by the GSB alumni office and contains listings submitted by companies and search firms. It is available for a fee of \$25.00 for a six-month subscription. For a sample issue and subscription information, please contact the Alumni Office at 312/702-7727.

Career/Job Search Counseling


The most recent resource made available to alumni is our Director of Alumni Career Management, Elinor Workman. Ellie provides individual counseling and group programs on career concerns for GSB alumni. Through appointments on the phone, in Hyde Park, or at the 190 building, Ellie advises alumni on job search strategies, resumé preparation, interviewing concerns, and helps brainstorm with alumni who are contemplating career changes. Coordinating career programs, such as the "Career Change" and "Successful Job Search Strategies" events she hosted in Spring 1990, will also be a focus of her office. If you would like to talk to Ellie about your job search or career progress, or if you want to share some ideas on alumni career needs, call her at 312/702-3936 or 312/702-7731 to arrange an appointment. There is no cost to GSB alumni for her counseling services, as she is an employee of the GSB.

Alumni Lists for Networking

The alumni office can provide the addresses of classmates with whom you have lost touch, a list of alumni in a company in which you are interested, or a list of alumni in a city where you wish to relocate. We encourage alumni to talk to other alumni as they approach career changes for advice and market information. To obtain a list, call the alumni office at 312/702-7727 or fax your request to 312/702-3730. It takes a week to ten days to receive an alumni list.

Career Resource Center

The placement office has a career library, located in the Edelstone Center at 6030 South Ellis, which is available to GSB students and alumni. The library

contains company files, numerous directories, and general career information, as well as a company database system (DATEXT), which can be useful in researching and targeting prospective companies. Alumni who live in the Chicago area, or those traveling through the area, should plan to visit the Career Resource Center (CRC). Generally, the CRC is open Monday through Thursday from 9 A.M. to 7 P.M., and Friday and Saturday from 9 A.M. to 5 P.M.; summer hours are more restricted. To check on hours, call 312/702-7406. 

President, cont'd from page 2

Upcoming Activities

On March 7, the North Shore group that has met twice already, and the North Shore M.B.A. mother's group, will have an informal get-together. Agnes Roach and Nancy Gunder are coordinating. If you live or work on the North Shore, you may want to come for a relaxing networking dinner. (They promise it won't be a late evening.) Call Agnes for more information.

Our next program, on April 9, will feature Letitia Baldrige. The program announcement in this issue will provide details. We are honored to be able to host such an esteemed guest.

Information of Interest

We have received a newsletter from the Women's Business Development Center, an excellent resource for women who currently own a business or are thinking of starting one. Lorena Blonsky will be collecting information like this that addresses your entrepreneurial needs, and would be happy to share it with you.

A Standing Invitation

I hope to use this column in *The Exponent* to share relevant information with you. I invite you to do the same with me. I am always open to your call—your opinions and your suggestions. If you think there is an issue we should be addressing, or if you have information you'd like me to share with the membership, just call.

Kitty Voss
President

Vice-President, cont'd from page 2

using people to derive some gain. I agree with Dr. Gray. She suggested that as business women we face such a complex, unusual, and at times, difficult set of challenges regarding work and family. Dr. Gray said it is important in addressing our myriad responsibilities to be free of cultural pressure to satisfy some vision of correctness. Her words spoke loudly to me that night and continue to reverberate, particularly as I think about this vague notion of hospitality. What is your responsibility as a member of the UCWBG? To make that lucrative business contact? Maybe that indeed happens. But I like to think that in belonging to the UCWBG you feel a sense of belonging to women you recognize—you recognize because they look a bit like you. They face some new frontiers, they're not always following a road map to success in life and work, they get discouraged, they succeed, they celebrate, and they have friends to enjoy and share the journey. Yes, hospitality does get a little mushy. But which of us doesn't enjoy getting a little corny every once in a while? So help me out this year by making some new friends. And finally, save the date—April 14—for a new members' brunch. We may do something as silly as play musical chairs, only in this version no one's odd man out. You're all welcome and I can't wait to meet you.

Carlette McMullan
Director-at-Large

Welcome to New Members

The UCWBG extends a warm welcome to the following new members who recently joined us. We look forward to meeting you at UCWBG programs and activities.

Cathleen Alcantara
Mary Jo Benson
Mary Lee Corrigan
Bridget Davenport
Diane Dawson
Nanette Duwe
Susan Freehling
Mary Jane Grinstead
Michelle Heider
Katherine Martinez
Ann Regan
Donna Salvatore
Margaret Sheridan
Michelle Terry
Judy Thornber

Balancing Personal Lives and Careers—Part II

By Holly Berman

In April 1990, seventy members and guests listened to a panel of women talk about how they have balanced their family and business lives. The speakers were amusing and enlightening, and a great time was had by all. In fact, we ran out of time for audience questions and discussion. It was clear that many of our members had a strong interest in this topic, and wanted to share their own feelings and/or stories. Therefore, on May 15, we will present another session devoted to the issue of balance.

Our guest speaker will be Susan Lambert of the University of Chicago School of Social Administration. Professor Lambert was profiled in the Spring 1990 *University of Chicago Magazine*, discussing her belief that discord between work and family is inherent in the structure of American business practices. Look for further details in the next *Exponent* and save the date of May 15 to join us. ✍

Entrepreneurship Committee Forming

Have you always wanted your own business or are you in the process of growing a small company? Under the chairmanship of Judy Thornber ('69, M.B.A.) a new Entrepreneurship Committee is being organized.

Focus of the committee will be three-fold: (1) to act as a support group for committee members engaged in or considering a business startup; (2) to provide a forum for speakers appropriate to the interests of the members; and (3) to plan and execute an actual business startup, provided enough members are interested in contributing their time and talent.

Introductory meetings will focus on getting acquainted and learning each other's skills, backgrounds, aspirations, and interests. Ongoing meetings will provide opportunity for the group to hear current business problems of its membership and act in an informal consultative and supportive capacity.

To become a committee member, please contact Judy Thornber at 312/642-9369 (home) or at 312/642-0961 (work). A first meeting will be set as soon as sufficient members indicate an interest. ✍

Save the Date—Women's Health Care

By Holly Berman

On June 12, Dr. Linda Hughey Holt, Chairman of the Obstetrics/Gynecology Department of Rush North Shore Hospital, will present a program on "How the Medical Care System has Failed to Meet Women's Needs." Dr. Holt has strong feelings on the subject of women's relationships with their gynecologists and recommendations on how to improve your own treatment. Look for details on this important topic in future issues of *The Exponent*. ✍

39th Annual Management Conference

April 3, 1991, 8:00 A.M.
The Chicago Hilton and Towers
720 South Michigan Avenue

Keynote speaker:
D. Wayne Calloway, Chairman of the Board and Chief Executive Officer of Pepsico, Inc.

Reservations by Friday, March 22, 1991.

Sponsored by the University of Chicago Graduate School of Business.

If you left a black scarf at Henri Bendel during the February 5 event, please call Kathy Terman at 312/294-8065.

Connections

If you have changed your home or business address or phone number, please notify us c/o Alumni Services at 708/256-4422. All changes will be issued to members in quarterly updates to the membership directory.

Please let us know if you have recently made any changes in your career or personal life (changed jobs, received promotion or award, appointed to board of directors, started new company, was/will be guest speaker, started/expanded family, etc.). Send information to UCWBG Connections, 630 Green Bay Road, P.O. Box 350, Kenilworth, IL 60043.

Name _____ Class Year _____ Campus 190 XP _____

Day Phone _____

Please describe any change in the space below.

Calendar

March

- 16 UCWBG Board Meeting and April *Exponent* Deadline
La Salle Partners, 11 South La Salle Street, 9:30 A.M.
- 16 GSB Club of Chicago Gala
The Rookery Building, 8:00 P.M., \$60
Contact: Pat Powell 312/702-7727

April

- 3 GSB 39th Annual Management Conference
The Chicago Hilton and Towers, Chicago
Contact: Janet Bernstein, 312/702-7572
(see article on page 5)
- 9 UCWBG Program featuring Letitia Baldrige
"The 1990s—Naughty or Nice?"
The Monroe Club, 111 West Monroe, 23rd floor
6:00-8:00 P.M.
(see article on front page)
- 14 UCWBG New Members' Brunch
Time and location to be announced
- 20 UCWBG Board Meeting and May *Exponent* Deadline
La Salle Partners, 11 South La Salle Street, 9:30 A.M.

May

- 10/11 GSB Follies
Time and location to be announced
- 15 UCWBG Program featuring Susan Lambert,
U of C School of Social Administration
"Job Satisfaction and Flexible Work Situations"
Contact: Holly Berman, 708/251-8817
(See article on page 5)
- 18 UCWBG Board Meeting and June *Exponent* Deadline
La Salle Partners, 11 South La Salle Street, 9:30 A.M.

June

- 7-9 Reunion Weekend
University of Chicago campus
Contact: Pat Powell, 312/702-7727
- 12 UCWBG Program featuring Dr. Linda Holt,
Chairman Ob/Gyn Department, Rush North Shore Hospital
"The Medical System and Women's Needs"
Contact: Holly Berman, 708/251-8817
(See article on page 5)
- 15 UCWBG Board Meeting and July *Exponent* Deadline
La Salle Partners, 11 South La Salle Street, 9:30 A.M.

Send Calendar listings to *The Exponent* at the address below
or phone Jo Anne McCarthy at 312/454-7503.



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The Exponent is published monthly by the
Internal Communications Committee

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