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MS-920: Sy Syms Papers, 1944-2012.
Series C: Scrapbooks, 1938, 1970-2000, undated.

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Digital scrapbook, 1938, 1988-1990.

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PLAYBILL®

PLAYWRIGHTS HORIZONS

12/30

Special Thanks to: Marcy Syms and Syms Clothing Store; Terry Adams, Alfred E. Knopf, Inc.; Susan Wallman and Lucia Staniels, McGraw-Hill, Inc.; Diane Principato, Flock Industries; James Russek, Neal Pozner and everyone at Russek Advertising; Douglas Steinbauer; Betsy Carter, *New York Woman*; Cynthia Samuels, "The Today Show"; Connal O'Brien; Mary Louise Wood, Ph.D., curator of education at the National Museum of Women in the Arts; Elliott V.K. Dobbie; Marcia Milgrim Dodge; Aviva Meyers, Dr. Debbie Sanders and Tony Hinds, New York Hospital, Pediatrics Unit.

"XMAS 1988 - MIAMI





XMAS 1988 - MIAMI

"XMAS 1988 - FALLS CHURCH"



Business Tuesday

Tuesday, December 20, 1988

The Dallas Morning News

Retailers await rush; shoppers await bargains

By Julie Mason
Staff Writer of The Dallas Morning News

Retailers may be expecting a consumer buying frenzy in the last days before Christmas, but local shoppers say they are spending less and looking for sales more than in previous years.

"It's all about bargains," said Duvel White of Dallas, as he visited specialty shops along Cedar Springs Road in Dallas. "Bargains can be very liberating."

Since Christmas falls on Sunday this year, re-

RETAIL

Weekend retail traffic up.

6D

tailers say they hope consumer spending will increase as last-minute desperation mounts.

They may be in luck. Christmas sales are expected to rise 6 to 7 percent this year over last, with much of the selling fueled by the late rush. But analysts caution that this season is still too early to call.

"What's going on out there right now is a big question mark," said Louis J. Grabowsky, an accountant specializing in retail with Arthur Anderson & Co. in Dallas.

And shoppers say they are doing little impulsive buying. Consumers interviewed at malls and specialty stores estimated spending between \$200 and \$350 for gifts — less than in previous years. Many shoppers also said they plan to use their credit cards as much as possible.

"Buy now, pay later; that's my motto," said one Galleria shopper. "My New Year's resolution may be

Please see SHOPPERS on Page 7D.

Put Some Rockin'
In Your
Stockin'!



SAVINGS
FROM SANTA

He's got a sack full of new releases!
CD • CASSETTE • LP



Shoppers browse at a Sound Warehouse store.

The Dallas Morning News: Judy Walgren

Shoppers seek bargains during last-minute rush

Continued from Page 1D.

to pay off all my Christmas charges."

Despite the new austerity, retailers say sales on newer, trendier items are strong.

At Sound Warehouse — whose holiday direct-mail campaign includes the message, "Put Some Rockin' in Your Stockin'" — employees said higher-priced compact discs are selling briskly.

"People used to think that \$12 for a CD was a lot," said a clerk at Sound Warehouse on Lemmon Avenue. "But once they get used to paying that much, they'll buy up to six at a time."

Grabowsky said retailers may face a similar attitude adjustment this year.

"It's not the numbers that are improving for retailers, it's their attitude about the numbers they have," he said. "When we first started projecting consumer spending this season, retailers weren't too happy. Now, several months later, those same numbers don't sound so bad."

At the J.C. Penney Co. store in Red Bird Mall, a clerk in the misses department said many shoppers had come in search of advertised sale items.

"They look in the paper or wherever for the sales and they don't care about the other stuff," she said. "People just don't have the money they used to."

One Red Bird shopper who would not give her name said this year she is avoiding the tonier shops in North Dallas.

"I can find better bargains here, and it's not as crowded as North Park and the Galleria," she said. "And I'm less tempted to buy things for myself."

Department stores are increasing price-slashing as time runs out on Christmas shopping. Recent advertisements by most local department stores have included one-day markdown specials.

"They're discounting like crazy, but they'll have a good year," Grabowsky said.

Consumers said they are also trying to get their shopping done in off-peak hours in as short a time as possible.

Clerks, including new holiday hires, said they see the largest crowds on weekends and evenings. But there is also a surge of lunch-time shoppers as well.

At the downtown Neiman Marcus, workers on their lunch break — many in uniforms and wearing name tags from nearby hotels and restaurants — fill the store between noon and 2 p.m.

"Crazy, crazy, crazy," said a woman behind a fragrance counter at Neiman's. "I've been helping customers, and I don't even work here."

The woman, who said she worked for a fragrance company and was checking stock at the downtown store, reported similar conditions elsewhere.

A Neiman's clerk said the lunch-time crowds have been growing steadily since just after Thanksgiving.

In North Dallas, discount stores such as Syms are attracting holiday bargain hunters in addition to regular customers.

A customer service representative at Syms on Mockingbird Lane said holiday sales are strong, despite the chain's lack of advertising.

"This is the Christmas rush," he said. "We're in it, we're having one, it's not a myth."

The off-price store had about 75 customers on a recent weekday afternoon.

"We can't advertise too much, and we have to rely on word of mouth," said the manager on duty.

Sales are expected to grow at the end of the season because Christmas falls on a Sunday this year. This allows shoppers to delay buying until Christmas Eve — Saturday.

"I've left it to the last minute this year, and I know I'm going to be in trouble," White said.

The Christmas season accounts for about one-fourth of the year's sales for most retailers.



12/12

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Mary Syme

12/18/88



"...I drink plenty of orange juice and anything with vitamin C in it. I also eat lots of soup, especially tomato or chicken noodle soup."

Mary Green



"Sex is a great cure. I'm totally serious. It really works."

Robert Howarth



"...I always stay out of work. I just get in bed and drink plenty of fluids."

Ada Elliott



"I take drugs. I get cold medications like Sudafed, then just wait it out."

Cheryl Ballard

Some common, and not so common, cures for the winter's No. 1 malady

By ANNE MAGEE
Times staff

PEABODY - 'Tis the season for sneezes and sniffles and nagging coughs. When the wind blows colder and the nights grow longer an unwelcome guest invades many households - the common cold.

STREET TALK

There are dozens of old wives tales about how to treat the common cold - from feeding a cold with chicken soup to bundling up in bed with hot tea and soap operas.

We asked patrons and employees at Syms Department Store in West Peabody what they do to "cure" the common cold.

"I take drugs," said Cheryl Ballard. "I get cold medications like Sudafed, then just wait it out. That usually works for me."

Not everyone trusts their cold to modern medicine.

"I don't really do anything but drink extra fluids and get more rest," said Lynn Rogers. "There's nothing you can do but wait for it to end."

Mary Green said she swears by Alka Seltzer Cold Medicine and lots of orange juice.

"Fortunately, I don't get sick much," said Green. "When I do, I drink plenty of orange juice and anything with vitamin C in it. I also eat lots of soup, especially tomato or chicken noodle soup. And I get more sleep."

Robert Howarth had the most unorthodox cure.

"Sex is a great cure," said Howarth. "I'm

totally serious. It really works. I had a cold week. I had sex and it was gone. It never fails."

For some people, the health of others is important as their own.

"It's important not to spread a cold," said Ada Elliott. "So I always stay out of work. I just in bed and drink plenty of fluids."

Deborah Chalfin said she has a cure rooted in tradition that works like a charm.

"I eat homemade Jewish chicken soup," Chalfin. "We call it 'Jewish penicillin.' It's the best thing for a cold or the flu."

Chalfin said she also takes Co-Tylenol props herself up in bed with lots of pillows and a good magazine.

"I have tea with honey and lemon and take it easy," said Chalfin. "The most thing is to take good care of yourself."

An Educated Consumer

It appears easy today to buy almost any product at 50% off. But the real question is...50% off what? To answer that you need to know the true regular price. It's one reason why brand names are so important. They are your guide to the quality of a product and the price for which it regularly sells.

For Example:

If you were offered a new Cadillac for about \$11,000 you'd know you were getting it at 50% off because you knew the name and thereby the approximate regular price.

How Do You Judge Value In Apparel?

If you're buying apparel and you never heard of the name and don't know the true regular price—50% off may mean nothing. Only by knowing the brand name and the approximate regular price can you make sure you're not overpaying. That's what consumer education is all about.

How To Learn

Of course, you already know several brands which have satisfied you in the past and their true prices. You can add to these by simply shopping your favorite stores to get a feel for what you like and their price levels. Then you can read a "sale" wisely. If there is no brand name you know in that 50% Off sale it may not be a "good deal" just because it's marked 50% off. And when you recognize a "good deal" you're an educated consumer.

SYMS

An Educated Consumer is Our Best Customer

NEW YORK

Westchester (914) 592-2447
Long Island (516) 621-3030
Manhattan (212) 791-1194

NEW JERSEY

Woodbridge (201) 826-4400
Paramus (201) 791-7422
Secaucus (201) 902-0300
Cherry Hill (609) 424-0884

*Starting November 28th
we will be open every day until Christmas*

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We're a workroom that makes true custom shirts for many of the finest retailers in America.

We are pleased to announce that we can now make custom shirts for consumers directly.

At Amos you'll find a huge fabric collection. You'll be measured by craftsmen who will then create a pattern for you with your choice of collar, cuff, pocket and any other details. The shirts will be made on-site. You will be fitted for any final corrections. Then, your pattern will be kept so you can easily reorder.

And because we are truly a workroom, you'll save a great deal of money. Try us.

AMOS SHIRT COMPANY

38 West 32 St., New York, NY 10001
(212) 967-7460

NOVEMBER 21, 1988/NEW YORK 139

SY AND MARCY SYMS

EAST FIFTIES
WEST FIFTIES

Marcy Syms, the one in those ads, is Sy Syms's daughter, not his wife. And she doesn't always shop like an educated consumer. "If I need a dressy thing for a black-tie event," she says, "I shop more like an impulse buyer. When I need it, I go get it, and I can't always find it at Syms." (Her sartorial infidelities reportedly occur at Bloomingdale's.) Sy Syms, who buys "everything—even shoes" at either Syms on Park Place or at the posher A. Sulka & Co. on Park Avenue (which he also owns), doesn't go for his daughter's attitude: "What's not to find? You don't wear those nice brocaded silk dressing gowns we carry?"

The Symes can afford such badinage. In the twenty-nine years since Sy opened his first store, on Cortlandt Street, Syms has expanded to twenty-three stores nationwide and will gross some \$300 million this year. Father and daughter admit they have time for nothing but work and an occasional movie or show. Marcy, 37, lives across town from her father and his second wife, who, Sy says, would prefer the hominess of the East Eighties, because the Fifties, where they live, are "too commercial."

Did someone say "commercial"? Surely you've seen Sy and Marcy talking in their Flatbush accents about their store. Not only do they star in these promos, they write and produce them. Both aspired to broadcasting careers until more lucrative family businesses beckoned (Sy's father founded Merns Mart, now a Syms competitor), and doing the ads is their way of living out this dream. "They're *supposed* to be boring," Sy explains. JON RIZZI



NEW YORK WOMAN



DEC/JAN 19

An Educated Consumer

There is no mistaking the sound of Marcy Syms. On television commercials she has been synonymous with her family's store for the past 10 years. It's a family fortune: She is president; her father is chairman and a millionaire. As president of a clothing store, you'd think she would have a wardrobe equal to that of Princess Diana.

What's your closet look like?

I had a professional closet organizer come in because it was overstuffed. It's very easy for me to collect stuff and not things that necessarily look good on me. Now I just keep a certain number of each thing. Now my closet looks beautiful.

Would you say you've had a pretty easy life?

That's relative. It might not be the same as someone who's born with a disability. How difficult something is to go through is relative to your experience.

Your father's a millionaire, Marcy.

You have to understand that I was 11 years old before my father went into the business, and he was a salesman before that. By the time my father had anything I was already in college.

You're 37 now, but I bet you're still daddy's little girl.

I think I'm daddy's friend. I'm not his little girl. When you're the oldest of six, you really are a little mommy.

Aren't you known more as the daughter of Sy Syms?

That's funny because even to this day people who meet me for the first time think I am his wife.

You more or less inherited your position.

I haven't inherited anything. I joined the company with the opening of the sixth store. We didn't have children's clothes. We didn't have women's clothes. It was something I contributed.

Are you in his shadow?

That's not even an issue these days. He's the one that had the great idea. My talent is to see something and to see what it can be, and put it into place.

You have a day off and you're about to go shopping...

I love to food shop. It's relaxing to go



SYMS: "They call me two-take Marcy at the studio."

down a long aisle with a cart and read ingredient labels. You don't have to try on food.

On your commercials you are businesslike, very stern and harsh.

I hope I don't come across as being harsh. I do come across as being businesslike, but I'm talking about something serious: how you spend your money. I'm not going to be flip, frivolous or flirtatious. This is what I do for a living.

How many takes till you get your commercial right?

I'm very quick. They call me two-take Marcy at the studio. The first time I did the commercial Sy told me just to remember that no one is listening, meaning that the TV is on but they're in the kitchen or going to the bathroom or something like that.

How much do you make?

I'm not sure because I get a fee for the advertising and that changes, depending on my frequency on television. I think my base salary is something like \$200,000.

Do you realize how lucky you are?

Yep. I probably am the luckiest Jewish woman living in the world.

— JANE KWIATKOWSKI

Sulka to Sell Neckwear Line At Wholesale

NEW YORK — A. Sulka & Co., the better men's wear specialty chain, will start selling its neckwear line on a wholesale basis, effective Jan. 9, 1989.

It will be sold in new showrooms on the sixth floor of 430 Park Avenue.

Michel Kramer, vice-president, said the neckwear ranges at wholesale from \$192 a dozen to \$900 a dozen. The latter are made with 18 karat gold yarn and are available in a numbered, limited edition. He described the line as a "classic gentleman's neckwear line — not traditional at all."

For further information, call (212) 980-5209.

"DNR" 12-588



HABERDASHERS AND TIE MAKERS
SINCE 1895

*A. Sulka & Company
is pleased to announce the opening
on January 9, 1989
of the new
Sulka Wholesale Neckwear Division
for fine retailers.*

BY APPOINTMENT ONLY
SULKA NECKWEAR DIVISION
430 PARK AVENUE—6TH FLOOR
NEW YORK, NY 10022
TELEPHONE (212) 980-5209
A. Sulka & Company

MICHEL KRAMER

PAT WINSTON

Pittsburgh Post-Gazette

Magazine

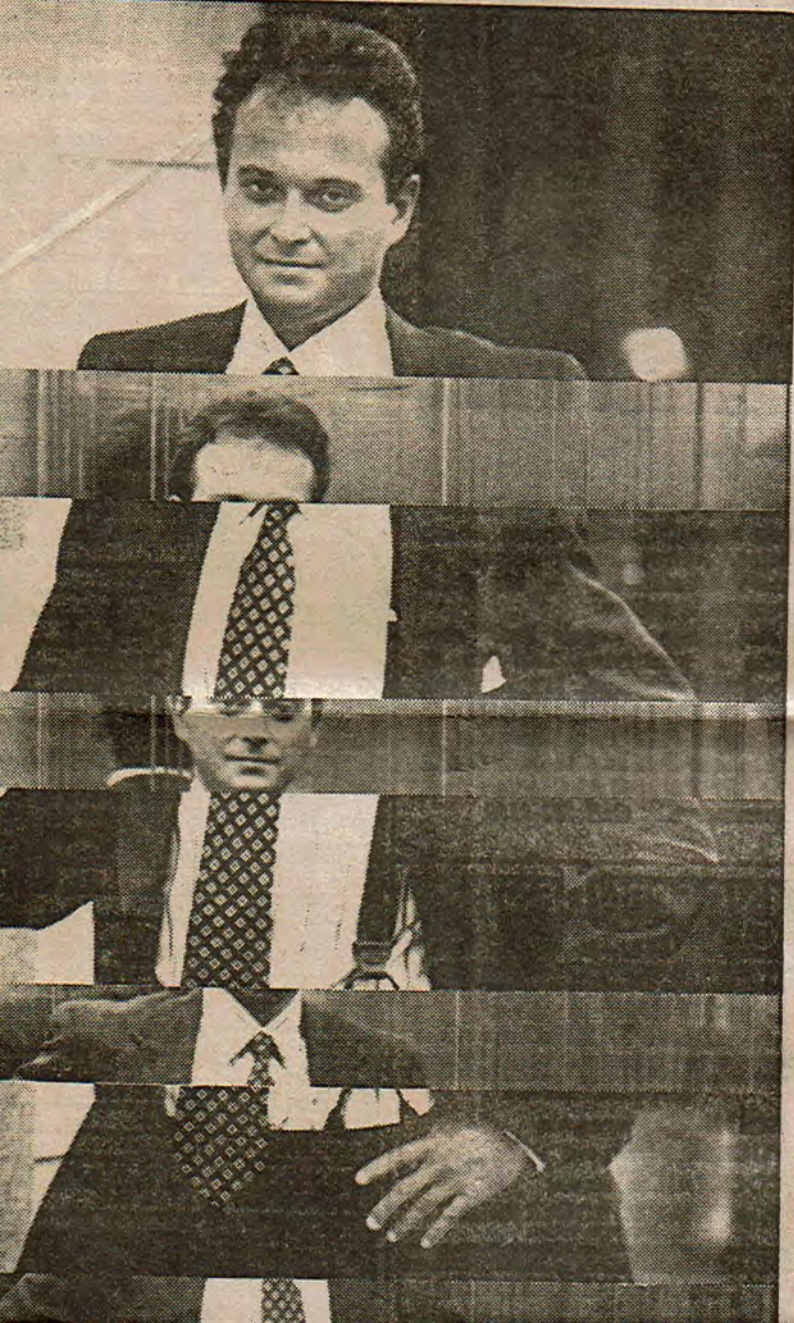
#16 EDITORIAL

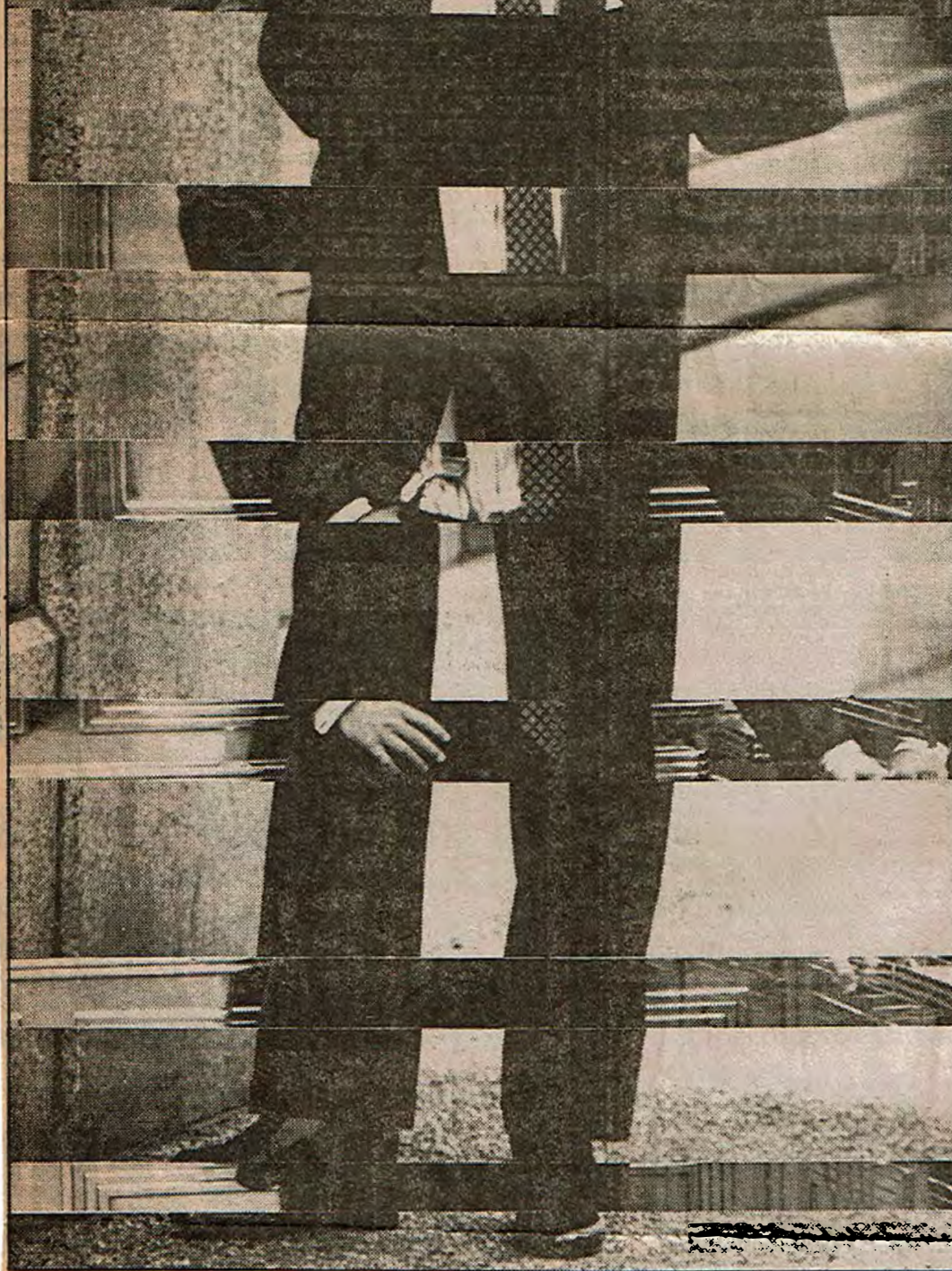


Magazine

ented recording session.
The album "Shadow
emerged last spring from Br

#16 EDITORIAL





SUITA CHOICE

Men's clothing store shopper to find pri

By Jane Crawford
Post-Gazette Staff Writer

For men who are considering buying fall clothes, be aware that prices are up 10 percent to 20 percent this year.

At Larrimor's, a men's clothing store, suits cost 10 percent to 12 percent more than last year because of the increase in the cost of wool, the store's president Carl Slesinger said. "The Japanese, Russians and Chinese are buying wool futures and are creating a bigger demand. The price of wool has been driven up 25 percent since last year," he said.

Slesinger selected a typical outfit and discussed the price at his specialty store. A Burberry all-wool window-pane check suit in charcoal gray is \$465. A suit at Larrimor's costs from \$425 to \$1,295. Burberry's all-wool double-breasted overcoat sells for \$495.

An all-cotton English striped shirt by the same company is \$57.50. A silk print tie is \$27.50.

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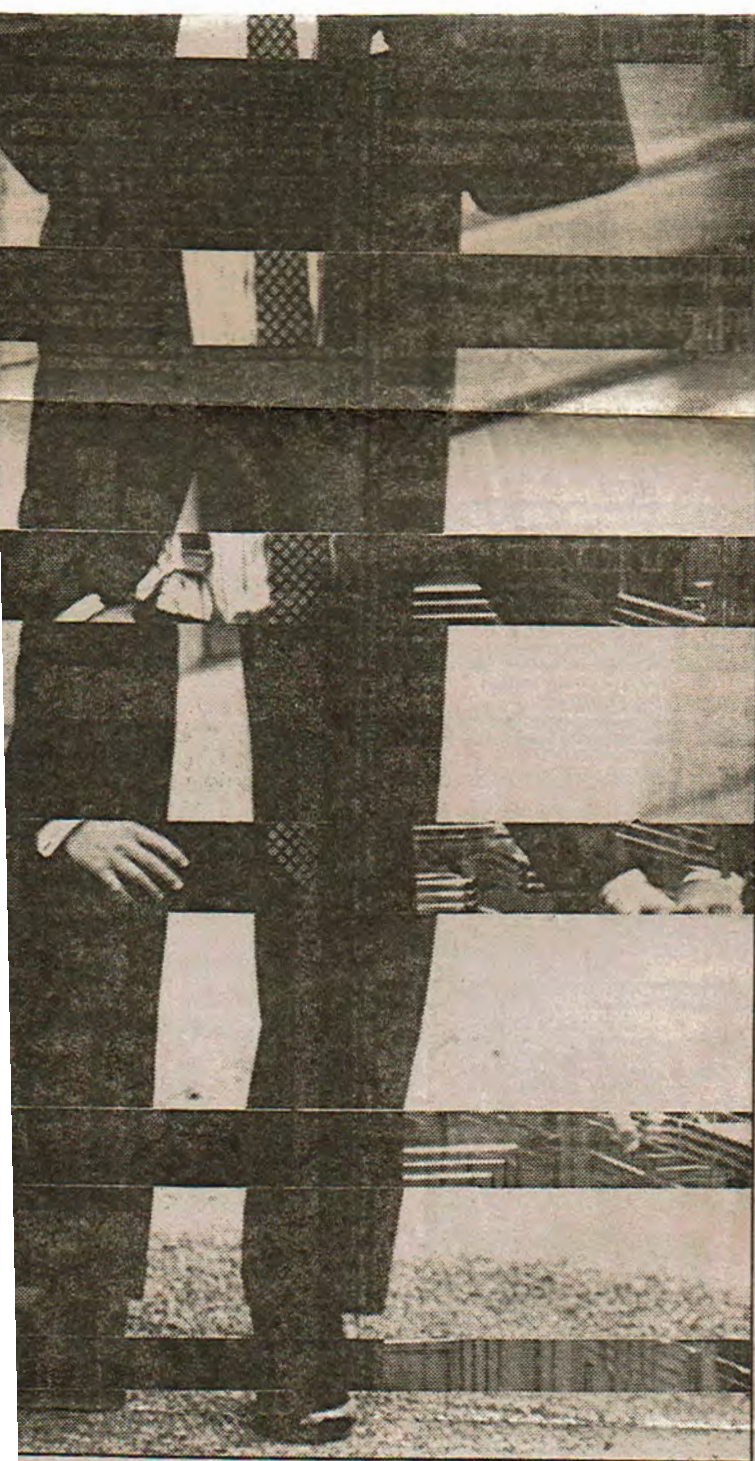
A selection of men's stores may make it easier to suit up for fall.

RECOMMENDED FILMS

ARIA Ten directors film scenes from favorite operas. Pittsburgh Playhouse: 7:9. (B +)
BETRAYED Costa-Gavras examines the white supremacy in this romantic thriller with Debra Winger, Tom Berenger. (R) Denis: 7:10, 9:35. Harmar: 7:20, 9:55. Norwin: 7:15, 9:40.
Southland: 12, 2:25, 4:50, 7:20, 9:50. Show-

THE LAST TEMPTATION
tin Scorsese's controversial e
of Christ is based on the novel
zakis. (R) Kings Court: 1:30, 5
MARRIED TO THE MOB Jo

II' challenges intellect



SUITABLE CHOICES

Men's clothing stores allow shopper to find price that fits

By Jane Crawford
Post-Gazette Staff Writer

For men who are considering buying fall clothes, be aware that prices are up 10 percent to 20 percent this year.

At Larrimor's, a men's clothing store, suits cost 10 percent to 12 percent more than last year because of the increase in the cost of wool, the store's president Carl Slesinger said. "The Japanese, Russians and Chinese are buying wool futures and are creating a bigger demand. The price of wool has been driven up 25 percent since last year," he said.

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An all-cotton English striped shirt by the same company is \$57.50. A silk print tie is \$27.50.

Even with the increases Slesinger is not particularly worried about business. "The person coming here isn't shopping price, he's shopping for quality, knowledgeable salespeople and alterations."

That's not the objective of every man, however. Some want value and don't care about private, spacious dressing rooms and monogrammed shirts. A department store offers an alternative.

The price range for 100 percent wool suits in the men's department of Horne's is \$225 to \$490. Men's clothing buyer Jim Pesci said the lower-priced suit is "basic" and the price difference has to do with detailing, like more hand-finishing, better quality lining and sweat shields. Suit prices at Horne's have increased 20 percent over last year and Pesci said he expects another 15 percent to 20 percent hike for spring and fall 1989, as the price of wool escalates.

A 100 percent cotton Horne's label oxford shirt is \$32.50. A solid silk tie by Claiborne is \$39 and a striped tie is \$42.40.

CONTINUED ON PAGE 19

may make it easier to suit up for fall.

Letting men shop for suitable prices

FROM PAGE 15

There is still another option when shopping for men's clothes, a discount store such as Syms in Monroeville. This is the ultimate no-frills shopping experience. No extensive free alterations, no gift wrap, no private dressing rooms. But Syms does offer savings. It is the company's policy not to advertise designers or manufacturers. But a shopper strolling through the stark confines of the store can plainly see the labels and the discounts.

For example, a 100 percent wool double-breasted suit by Brioni had a Syms tag of \$285 the week of Labor Day. The regular Syms price is \$359 but there was a further "discount" for the holiday. A call to the Brioni company in New York indicates that its 100 percent wool suits start at \$1,950.

Bill Blass's camelhair double-breasted overcoat shows a nationally advertised price of \$450 but a Syms customer pays \$299. The coat is the same as the one that sells elsewhere for much more, Syms personnel say. The price range of 100 percent wool suits at Syms is from \$89 to \$379.

David Bernard, director of advertising for Syms, said prices have gone up this year, but it is difficult to say how much because of different buying strategies. He said, however, that "anything imported has gone up because of the currency rates." Some local Syms store personnel said that prices have gone up about 10 percent to 15 percent.

Burberry's all-cotton striped shirt with white collar and two-button cuffs is \$19.99 at Syms, compared with a national price of \$40. Another example of available savings at

Syms is Perry Ellis' cotton shirt for \$39.99 instead of the regular \$75 retail tag.

No tie, silk included, costs more than \$12.99 at Syms. They start at \$6.99. That includes ties by Yves Saint Laurent, Sulka and other top names.

With these prices one might wonder why a man (or woman who buys his clothes) would pay more. Bernard doesn't.

He said Syms is for "upscale men and women" but recognizes shopping there is less convenient than at some stores because, among other things, there is no national credit-card system.

Others like the amenities of decor, comfort, personal attention and privacy. And some want to support locally-owned stores, which Syms is not.

Investing in clothing, makes keeping it in good condition important. To better preserve a suit, it is wise not to wear it too frequently. It should rest for a day or two between wearings. For that reason it is advisable to have several suits in the closet ready to go.

For anyone concerned with presenting a positive image in business, the suits should be of good quality. Slesinger, president of Larrimor's, said "most corporations in Pittsburgh don't have dress codes, but people are expected to know what to wear."

Slesinger has some advice on how to figure that out. "Think of your work place and what business you're in," he said. Advertising people dress differently than investment bankers.

Slesinger suggests a man who wears a suit to work five days a week should have three suits that can be

alternated. They should be lightweight wool in dark gray with maybe a brown as an extra. The lightweight wools can be worn 10 months of the year, Slesinger said.

A heavy tweed suit also can be added for the coldest weather, Slesinger said.

A businessman should have a minimum of 12 shirts for work, according to Slesinger. If luxury is your desire, 100 percent cotton is the ticket. Professional laundering is the best way to keep the shirts looking fresh and the wearer elegant. A clean look also is achieved with a shirt that is part polyester, but predominantly cotton, Slesinger said.

A variety of shirts is needed for the well-dressed man. Out of the 12 suggested by Slesinger, he said at least five should be white, two blue, one blue with white collar and the rest can be striped or another color, yellow perhaps.

Getting these components to make a unified wardrobe is the tricky part. "When a person buys clothing, we like to show him suits, shirts and ties together," Slesinger said.

That helps many shoppers, but there are those who forget or otherwise just can't seem to get the hang of coordinating. "We have customers for whom we put tags on the inside of the tie that say what suit it goes with," Slesinger said.

To complete the wardrobe he said a man should have at least two ties for each shirt.

No matter where one shops, the point is that prices at all levels are going up, but it's nice to know that there are stores to suit every man's taste in shopping.

TUESDAY, SEPTEMBER 13, 1988

Retailer's novel approach includes avoiding the 'S' word

By Beverly Narum

A New Jersey-based entrant in the off-price retailing game has brought some new marketing wrinkles to Dallas by telling customers when dress prices will be marked down and banning the word "sale" from its vocabulary.

Syms, which offers brand-name clothing and other merchandise at discounted prices, opened a Dallas store in late September with a philosophy that has helped it push sales nationwide past the \$200 million mark. Its message, which it banners under its outdoor sign and is used by employees answering the phone, is: "An educated consumer is our best customer."

Marcy Syms, president of the 29-

year-old Secaucus, N.J., company, said the idea is to keep the customer informed.

"We respect the consumer, and that's the thing that has kept us competitive," she said. "The type of customer we have is brand-conscious, and they know value. If you know the value a manufacturer represents and if you comparison shop, you will never overpay."

To keep customers informed, Syms sales people, wearing tags identifying themselves as "educators," explain points such as the fact that clothing sizes are color-coded and the way dress mark-downs, or price reductions, work.

Full-disclosure of when dress prices will be reduced is one of Syms' most

intriguing ideas. Here's how the system works: When a garment is put out on the floor, it is tagged with information about when it was put on the sales floor and when mark-downs can be expected.

For example, a black wool dress with leather trim, which the tag notes went on the selling floor Sept. 21, might sell in a typical retail store for \$275 but started at Syms for \$159. The tag then notes further scheduled pricing changes: to \$130 on Oct. 3; to \$110 on Oct. 13; and, to its final resting price of \$95 on Oct. 25.

Marcy Syms said the 23-store chain adopted the mark-down philosophy on dresses to meet the needs of both its customers and its suppliers. By keeping

consumers apprised of price-reduction dates, the dresses are sold more quickly, allowing Syms to keep its merchandise up-to-date.

The continual turnover of dresses also allows Syms to be more readily open to buy from suppliers, who have agreed to sell to Syms at prices below typical wholesale prices.

"The automatic mark-downs keep the rack moving," she said. "Since we pay below wholesale, our suppliers have to feel we are always open to buy."

The mark-down concept seems to be popular with customers. Cynthia Chericco, who heard about Syms from a friend who had shopped at a Chicago location, said she liked the idea.

"I like the pricing scheme where they let you know when the prices will be marked down," she said. "It gives me a chance to gamble on buying on the last day." The mark-down system applies only to women's dresses. However, other in-store incentives apply to other women's, men's and children's clothing and accessories as well as soft-goods like linens and luggage. Marcy Syms said the company "never runs a sale" since its prices already are discounted.

Instead, Syms offers its shoppers unannounced "dividends," which are dollars-off discounts on various items posted at random times. For example, the store has been running an "election" dividend offering \$2 off for sweaters and knits priced below \$19.99, and \$5 off similar items priced over \$19.99.

Syms' "educated-consumer" philosophy and its tightly run operations have impressed analysts of the company, which trades on the New York Stock Exchange. Ed Johnson, a retail analyst with Johnson Redbook, said the company is well regarded.

"Their profit margins were down a little bit during the first half of the year," he said. "Everybody is discounting. But we still look for an 11 percent improvement in earnings this year."

Syms reported \$1.01 in earnings per share in 1987, up 35 percent from 1986 per share figure of 84 cents. Johnson said he projects 1988 per share earnings at \$1.12 and at \$1.27 in 1989.

In 1987, Syms reported net income of \$17.8 million on sales of \$256 million, compared with net income of \$14.8 million on sales of \$223 million in 1986. The company has shown 5 percent to 6 percent increases in net income throughout the 1980s. At the same time it has increased the number of stores it is operating from eight in 1982 to 17 in 1986 to its current 23 in 13 states.

For the first six months of 1988, the company has shown net income of \$7 million on sales of \$129.8 million compared with net income of \$6.3 million on sales of \$112.8 million for the first six months of 1987.

Syms said the company chose Dallas as its first Texas market because consumers here most closely fit its customer profile of being brand and value conscious.

She said she researched about 12 locations before selecting a site on Mockingbird Lane near Lemmon Ave.

"We were limited in site selection because we're a destination," Syms said.

How can you get
an efficiency expert,
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and business consultant
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Meet AT&T's new DETAIL MANAGER—the easiest way to keep your long distance calling costs in line.

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OURSELVES AND THOSE IN OUR LIVES.

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MAY MEASURE HIM AS AN INNOVATOR, A THINKER AND
A DOER. SO DO I, OF COURSE. BUT I MEASURE HIM
MORE BROADLY...AS A HUMAN. HE HAS GIVEN ME THE
GREATEST GIFT ONE HUMAN CAN GIVE ANOTHER. HE
HAS GIVEN ME MY FREEDOM. HE HAS ALLOWED AND
ENCOURAGED ME TO BE MYSELF. HE HAS ALLOWED ME
TO DEVELOP AND PURSUE MY PERSONAL TRUTH. I'M
MARCY AND FOR THAT I THANK YOU DAD.



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Conquering Those Killer Queues

Americans hate to wait. So business is trying a trick or two to make lines shorter.

By N. R. KLEINFELD

WHEN he is hard at work, Richard Larson sometimes finds himself watching videotapes, his eyebrows arched in perpetual scrutiny. He doesn't watch "Top Gun" or "Meatballs" or anything fun like that. He peers at tapes of customers in line at checkout counters at Zayre department stores. People shuffle forward, merchandise gets shoveled on checkout conveyors. Now and then, someone sneezes. After a while, viewing the tapes can be

worse than waiting in line. "They do get boring," Mr. Larson admits. "So you just fast-forward them."

Lines are one of Mr. Larson's odd fascinations. He is a steadfastly gleeful professor of electrical engineering and computer science at the Massachusetts Institute of Technology, and something of an expert on waiting. Thus the Zayre Corporation, whose discount prices make it something of an expert on making people wait, has hired him to come up with fresh ideas to combat that immortal bugaboo — customer lines.

Twisting, teeth-grashing lines loom everywhere. Standing in line has always provoked a mixture of apprehension, gloom and infuriation, but it seems clear that the misery associated with lines is getting worse. As the population grows, the lines grow with it. Caught up in high-adrenaline life styles, people today have no time to wait. According to a recent Louis Harris survey, the leisure time that Americans have has shrunk by 37 percent since 1973. What is more, much of a household's line duties used to be tackled by stay-at-home wives. But the spread of dual-income families has wiped out the leading waiter.

"A Swedish economist named Staffan

Linder argued that as a society becomes more affluent, its time becomes more valuable," said Barry Schwartz, a sociologist at the University of Georgia. "From that point of view, queues entail an increasing cost to society. When your grandfather didn't go to a doctor, he didn't go because he couldn't afford the bill. When you don't go to a doctor, it's because you can't afford the time cost." Not long ago, in fact, a Florida man tried to bill an ophthalmologist \$99 for keeping him cooling his heels for an hour. The doctor eventually agreed to spring for a \$90 donation to a charity.

Eugene Fram, a professor of marketing and management at the Rochester Institute of Technology, feels that businesses are recognizing that by keeping customers waiting they become "time bandits." They are finding that people will pick one establishment over another because of shorter lines. All this means more pressure on companies — from banks to restaurants, supermarkets to airlines — to solve the waiting problem. There are quick cures: spend more money and provide more service.

But most businesses cannot afford to — or do not want to — and so they have been trying harder to find imaginative methods to curtail waiting or at least make it less repugnant.

Those who wrestle with waiting often contact someone like Richard Larson. More and more researchers and consultants are studying lines and, in their efforts to demystify and quantify them, have produced a mathematical discipline. Queueing theory makes heavy use of probability theory and gets into abstruse mathematical equations that gauge such things as how many people will arrive at a drugstore to buy dental floss during the noon hour.

The father of queueing theory is A. K. Erlang, a Danish telephone engineer who, in 1908, began to study congestion in the telephone service of the Copenhagen Telephone Company. A few years later, he arrived at a mathematical approach to assist in designing telephone switches. Queueing theory has grown far more sophisticated. While it

Continued on Page 11

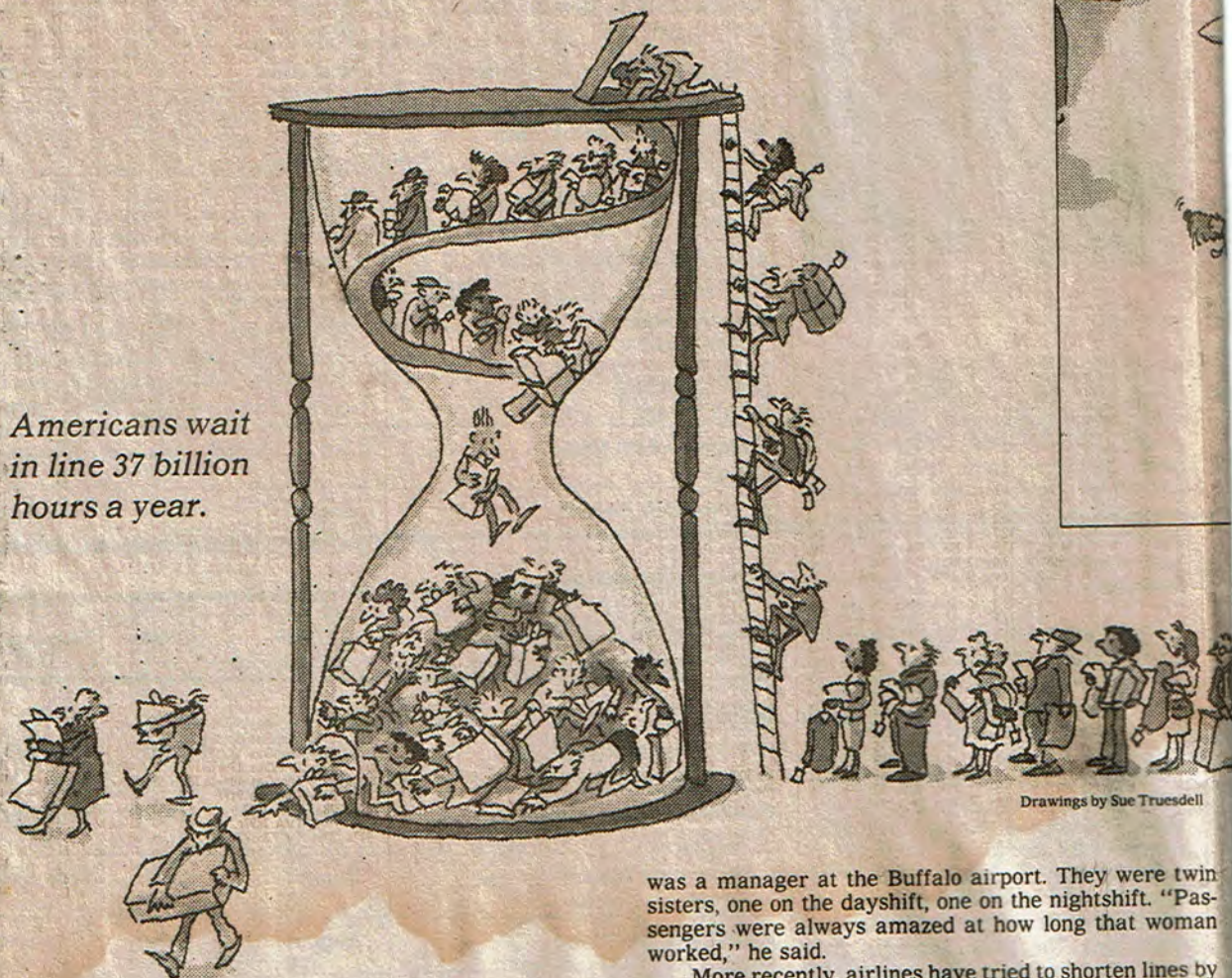
THE NEW YORK TIMES,



When a line grows beyond seven people, it's time to leave.

Companies Try A Trick or Two To Conquer Those Killer Queues

Americans wait
in line 37 billion
hours a year.



Continued from Page 1

continues to have its chief application in telecommunications and computer design, it has seeped elsewhere.

"The interest in queueing theory is driven by economics," said James McKenna, head of the mathematics of communications and corporate systems unit at Bell Laboratories, one of the biggest employers of queueing theorists. "Queueing theory is used to design factory floors so products don't wait to move from one station to the next and to figure out staffing at banks and restaurants and work out toll booths for bridges and tunnels."

Ideas about lines matter to the people at Zayre, because they have tried to differentiate their stores from competitors in part by how swiftly they take customers' money. For years, Zayre has had a policy that if more than three people are lined up at a checkout register, another register will open.

was a manager at the Buffalo airport. They were twin sisters, one on the dayshift, one on the nightshift. "Passengers were always amazed at how long that woman worked," he said.

More recently, airlines have tried to shorten lines by not having people get in them. A traveler on American, for instance, who feels pretty secure about taking a particular flight can obtain a seat assignment on that flight as far as 330 days in advance.

YEARS of listening to howling customers have also taught the airlines some baggage-retrieval lessons. When American designed its baggage-claim area in the Dallas-Fort Worth Airport, it put it close to the gates, so disembarking passengers would not have to trudge too far. But even though passengers reach the area quickly, they must wait for their luggage. At Los Angeles International Airport, passengers have to walk quite some distance to the claim area, but when they arrive, their suitcases are usually there. Even though the Los Angeles travelers spend more total time picking up their baggage, American has found they do not grouse as much about baggage delays as do the Dallas passengers.

Businesses would not necessarily be better off if

occasionally swell to four or five customers when no one is free to handle another register. At times, every register is open and yet the lines are four deep. "We found the system was difficult to manage, because it was hard to predict when customers would arrive," said Frank Capek, Zayre's manager of operations planning. Because of the difficulties, the chain stopped promoting the policy more than a year ago, though it would like to renew the push. Thus Zayre recently engaged Mr. Larson, who has helped solve waiting problems for fire departments, police departments and banks.

To accrue knowledge, Mr. Larson stands in lines, watches customers blow their stacks and gets irate himself. He made excursions to two Zayre stores to stalk the lines, although, to make it easy on his feet, Zayre supplied him with videotapes of its lines.

The assignment requires getting at such variables as arrival rates. In most places, arrival is random. But that can be expressed in a roughly predictable way by a bell-shaped curve known as a Poisson distribution. Then one must look at the time it takes to serve customers. There is a randomness to that, too — there is no telling how many purchases each person has or how often a cashier will have a sneezing spell. "The culprit in queuing is uncertainty," Mr. Larson said.

To assist Zayre, Mr. Larson is weighing the impact of such options as express lanes and laser readers, as well as attempts to divert customers from crowded hours. In Naples, Fla., Zayre gives 10 percent off to senior citizens on Wednesday, a sluggish day, and crowds come out. Meanwhile, Mr. Larson figures Zayre will probably have to wait about a year for his report.

Though intrigued by waiting for some time, Mr. Larson has been focusing of late on what goes on in the heads of people standing in line. He got onto this because of a personal bout of outrage. Three and a half years ago, he was waiting in line at the inventory-checkout window of a big department store to pick up a bicycle for his son. Streams of customers presented their receipts after him and were handed their quilts and waffle irons while he fumed. Some stockboys, clearly, were faster than others. After 35 minutes, the bike came. The injustice irked Mr. Larson so much that he returned the bike and bought a different one at a small bicycle shop. The episode led him to conclude that a person's satisfaction may depend more on what happens while he waits in line than on how long he waits.

WHOLE industries sometimes totally change their minds about the proper way to run a line. In banks and stores, where several service people handle customers, there are two distinct possibilities: Customers can line up behind the teller or cashier of their choice, or just in one feeder line, allowing the first person in line to go to the next available server.

Banks and airlines used to habitually employ the multiple-line approach. But some people always found that they picked the bank line behind the man who had to have 8,000 pennies counted. In the late 1960's, banks and airline ticket counters pretty much converted to single lines. Single queues do not move any quicker, but they cut the variance of the wait by averaging the slowest and fastest customers and servers.

Chemical Bank, starting in the mid-1960's, may have been the first bank to switch to the single line at most branches. One thing leads to another. At that time, the headquarters of American Airlines was at 633 Third Avenue. A Chemical branch was on the ground floor. American executives stopped there to cash paychecks and were smitten by the concept. So they copied it at their airport counters. Other airlines then copied American. "Now we get virtually no written complaints about waiting," said Ron Phillips, American's vice president of field support service. "We have a standard that 80 percent of passengers will be served within five minutes. And we measure that with people with stopwatches."

Airlines also commonly use expeditors, who cruise the lines to make sure that someone is not actually waiting for a bus and to see if they can help prepare others for their moment at the counter. As it happens, Ron Phillips hired American's first expeditors when he

they eliminated waiting altogether. Short waits are generally viewed positively. People believe that something must be valuable if there is a line for it. But after a certain point, attitudes shift. "You can have someone wait 15 minutes, maybe half an hour," said Edward Gross, a sociology professor at the University of Washington. "There's a curvilinear relationship operating here. Waiting is positive and then turns negative. People feel manipulated. They think this is bad management."



Workers think they're going faster than they



You don't notice the wait when you can notice

tions of seconds matter. Hence the chains keep busy pondering ways to accelerate lines. In 1986, Burger King introduced what it calls a multi-conventional lineup system, now in about 60 percent of its 5,500 outlets. It boils down to a division of duties. Instead of cashiers also preparing orders, they take the order and the customer steps down to a second stop to wait while someone else rounds up the Whopper. Another change is to have self-service beverage bars in some outlets.



really are until you time them.



yourself.

FIVE o'clock at a Grand Union in Greenwich Village. One line swelled to five people, then fell back to three. Another hit four, whereupon the woman at the end maneuvered her cart to the next lane just in time to beat out a less dexterous man. Two express lanes stayed steady at two or three deep. It was pretty much what the computer said should happen. Supermarkets have found from research that customers will put up with a line of seven people before getting fed up enough to leave, so many use computers to schedule cashiers.

Grand Union tries to keep lines at no more than three. At its 300-store chain, it has determined three peak periods: 8:30 to 10 A.M.; 11:30 to 1 P.M., and 4:30 to 7 P.M. To deal with these bursts, Grand Union, like some others in the business, relies heavily on part-timers. As many as 65 percent of its cashiers are elderly, housewives or high school students who work four hours a day.

Additional help has come from electronic scanners, which Grand Union has installed in about half its stores. All large stores also have at least one express checkout. In May, Grand Union opened a 65,000-square-foot expanse in Kingston, N.Y. It boasts 20 checkouts, six of them express lanes. Two of them are a new concept being tested: the super-express lane, which takes six items or less and only cash. "Our goal is to get people through the cash registers in about five to seven minutes," the Grand Union spokesman said. "That's what we assume is tolerable."

One way to take some of the sting out of waiting is to entertain customers. Since 1959, the Manhattan Savings Bank has offered live entertainment during the frenzied noontime hours. In 13 branches, a pianist performs and one branch has an organ player (Willard Denton, the former Chemical chairman who dreamed up the idea, liked organs, though present management thinks they are a trifle loud for a bank). Occasionally, to make line-waiting even more wonderful, Manhattan Savings has scheduled events such as a fancy-cat exhibit, a purebred dog show and a boat show.

Because of all this, Manhattan Savings believes customers endure long waits better than those who go to banks where the only music is the person in front of you grinding his teeth. "At very hectic times, we get very few complaints," said Jean Madsen, a senior vice president.

At hotels and office buildings, mirrors affixed to elevator doors make people less maniacal during waits. Instead of deciding whom to kill, they can comb their hair. A study done by Russel Ackoff showed that hotels that had mirrors received far less grumbling about elevator delays than ones without mirrors.

Just telling people how long they have to wait often cheers them up. Disneyland is sensitive to waiting, since the line for a hot attraction like Star Tours can run to 1,800 people. Like many amusement parks, Disney employs entertainment for waiters, but it is also big on feedback. At various spots along lines, signs give estimated delays from those points. Queueing experts say nothing is worse than the blind waiting familiar to people at bus stops, who don't know if the next bus is one minute or 15 minutes away. Disney's feedback permits parents to weigh odd options: Is it wiser to wait 25 minutes for Mr. Toad's Wild Ride or 30 minutes for Dumbo?

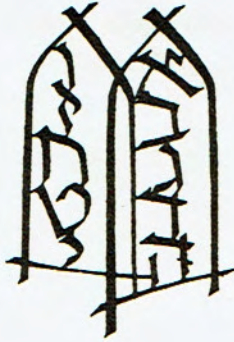
There are lots more tricks to be tried. The Port Authority of New York and New Jersey once figured out that the best way to move cars through the Holland Tunnel was to have stoplights space the cars into clusters of 14. Last year, when PATH train fares rose to \$1 from 75 cents, the Port Authority found that lines moved quickest when quarters-only machines collected fares.

Peter Kolesar, a professor of operations research at the Columbia University Business School, thinks there ought to be more efforts to shift demand by altering pricing. Some rail lines, for example, charge less for off-peak trains and restaurants offer early-bird discounts.

During a whimsical moment, Dick Larson speculated that if the average American waited half an hour a day in one line or another, then the population expended 37 billion hours a year in lines. It strikes him, he said, that businesses ought to consider merchandising products to idle waiters to take their minds off pulling out their hair. "Like those flower peddlers outside tunnels and bridges," he said. "They're very shrewd."

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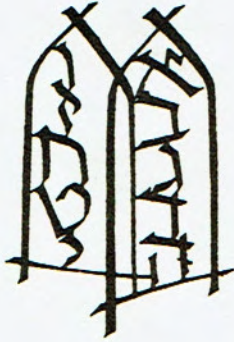
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A NEW SCANDAL ON WALL STREET?
PIRATING CUSTOMERS' PROFITS
PAGE 64

ROBERT MAXWELL: THE FRUSTRATED DEALMAKER PAGE 50

OCT 18 REC

BusinessWeek

OCTOBER 24, 1988

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STEVE JOBS

Can He Do It Again?

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Plus: the changing role of computers in higher education

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Smart Money

HOW THE ELECTION IS LIKELY TO HIT THE STREET

It's three weeks until Election Day. Do you know where the stock market's heading?

Presidential elections, like most long-awaited major events, have an effect on the market—though not always what you might expect. In the few months before an election the stock market generally rises if the Republican candidate is ahead in the polls, and this year is no exception. But Wall Street abhors uncertainty: Historically, the market has tended to rise before Election Day whenever the incumbent was ahead in the opinion polls—even when that incumbent was a Democrat.

Most pros say Wall Street has already factored in the likelihood of a victory for

When an incumbent leads in the polls, the market tends to rise

George Bush in November. Bush has maintained a small but solid lead over Michael Dukakis ever since the GOP national convention in August—just about the time the market began to make its modest upward run. "Unless Dukakis takes the lead in the polls, the election won't be much of a factor for the market near-term," says Bill LeFevre, senior vice-president for market strategy at Advest Group, a Hartford-based brokerage house.

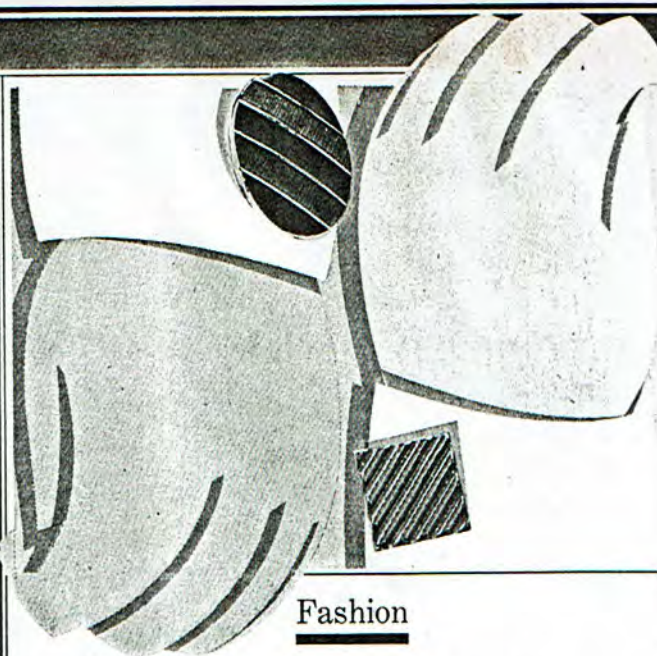
Assuming Bush wins, how will the market respond until yearend and beyond? History gives the GOP the edge in market performance. Since 1900, Republican victories have been followed by an average 4.7% gain in stock

prices in the two months following the election, while Democratic victories have been followed by an average loss of 1.9% during the same period, according to Tim Hayes at Ned Davis Research.

LITTLE DIFFERENCE. But a Democrat in the White House doesn't necessarily mean death for the stock market in the long term. Republicans have historically been considered the party for business, but stocks have done only slightly better under the GOP than they have under the Democrats. Since the end of the Korean War, the S&P 500-stock index has risen an average of 3% during a Republican's first year in power and an average of 7.8% during a Democrat's first year, according to Neal Soss, chief economist at First Boston. Stocks continue to rise an average of 13.5% per year in a Republican's last two years in office and 11% in a Democrat's.

But the sophomore slump operates for both parties. During the second year of a GOP administration, stock prices rise an average of just 1% over the previous year. And for the Democrats, stocks decline an average of 3.8%.

The pattern seems likely to hold this time, too. Whoever wins the election is going to have to take a stab at narrowing the budget deficit. That may mean tax increases under Dukakis or "revenue enhancements" under Bush. Either way, say the experts, corporate profit margins will probably suffer, and that will translate into lower earnings and cheaper stocks. So Wall Street pundits are bearish on the second year of the next Administration, no matter who wins in November. *Laura Zinn*



Fashion

SUDDENLY FRENCH CUFFS ARE DE RIGUEUR

Have you noticed that the vast majority of well-dressed CEOs are sporting cufflinks? Of course, French cuffs have always been a mark of the men at the top. But now the corporate rank and file is following their lead.

Not only have cufflink sales tripled since 1986, but there's an increasing demand for French-cuffed shirts—and not just dressy \$75 designer numbers. French cuffs are becoming prevalent on \$30 cotton/polyester blends from such workaday shirtmakers as Van Heusen and Arrow.

Why, after decades of banishment to tuxedo pockets, are bits of gold and silver appearing again in everyday business attire? Men are dressing up, notes Alan Bresnick, president of manufacturer Abba Accessories. Cufflinks are a way to look formal but not flamboyant.

NO JEWELRY. Provided you wear the right type. Fashionable options range from \$5 silk knots to hand-enameled sterling-silver ovals, at \$225 a pair from Sulka. Gold-plated or -filled bars and squares (\$30 to \$100) are always in. Definitely out: faceted gems, clear stones, and anything larger than three-quarters of an inch. A cufflink "shouldn't

look like jewelry but like a elegant fastener," says Lo Fenton, a Mamaroneck (N.Y.) fashion consultant.

Alas, elegance comes at the cost of convenience. Fastening cufflinks is an admitting pain in the wrist, and working in them a challenge: The larger French cuff often gets soiled, and forget about rolling up your sleeves. But one ever said life at the top was easy. *Troy Seg*

Worth Noting

■ **KEEP FIT.** It's now easier while on business trips. Call 603 448-5727 for *SportTrek*, a newsletter (\$36 annually) that ranks hotel health club and maps out various cities jogging routes.

■ **BENEFITS CHECK.** The Social Security Administration will send you Form SSA70 if you call 800 937-2000. Send it in and you'll learn if the agency's history of your earnings is complete.

■ **JOE BROKER.** AT&T offers Collegiate Investment Challenge to students. They get hypothetical \$500,000 brokerage account, an S&P stock guide, and four months to increase their "portfolio." The winner gets \$25,000. Call 800 545-1990 by Oct. 21.

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ISRAEL BOND NEWS



Marcy Syms named C&I Campaign Chairman

Gavel presentation marks the installation of Marcy Syms (center), President and Chief Executive Officer of Syms, Incorporated, as the new Campaign Chairman of the New York Commerce and Industry Division of Israel Bonds. The presentation took place during a private reception at the '21' Club, Manhattan, chaired by Maurice L. Reissman (left), President and CEO of Crossland Savings, the nation's eighth largest savings bank, who serves as General Chairman of the N.Y. Commerce and Industry Division. Brig. Gen. (Res.) Yehudah Halevy, President and CEO of the Israel Bond Organization, was the guest speaker at the reception.

Salute William Weidner of Pratt Hotel Corp.



Sy Syms, National Chairman of Israel Bonds, was the guest speaker at a private cocktail reception in honor of William P. Weidner (center), president of the Pratt Hotel Corporation, at the Town Club, Manhattan. The reception was held in advance of last night's State of Israel Bond National Dinner at the Sands Hotel and Casino, Atlantic City, N.J. honoring Mr. Weidner and celebrating Israel's 40th Anniversary. Pictured at the reception (l-r) are Irving Benjamin, New York marketing representative, Sands Hotel & Casino; Mr. Syms; Mr. Weidner; Bradley H. Stone, president, Sands Hotel & Casino, dinner co-chairman, and Larry Curtis, N.Y. marketing director, Sands Hotel & Casino. The Sands is one of the leading properties operated by the Pratt Hotel Corporation.

SYMS

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September, 1988

Dear Consumer:

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At our store you'll never see the word sale. There's never a reason for a sale because SYMS represents, at off price, over 200 world famous designer and brand names in men's, women's and children's clothing. We're off price all the time.

We protect the manufacturers we represent by never using their names in advertising. Their label is on the garment when you make your purchase.

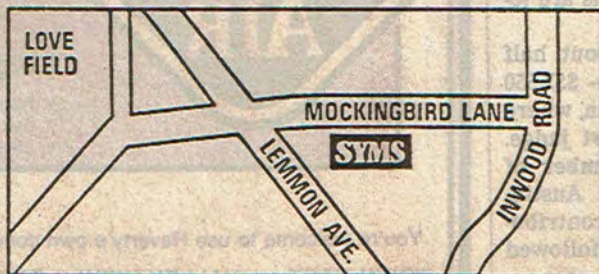
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At our store you'll never see the word sale. There's never a reason for a sale because SYMS represents, at off price, over 200 world famous designer and brand names in men's, women's and children's clothing. We're off price all the time.

We protect the manufacturers we represent by never using their names in advertising. Their label is on the garment when you make your purchase.

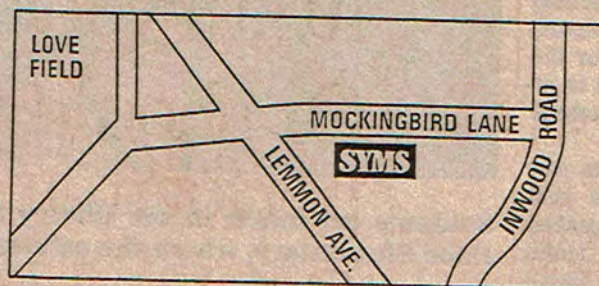
In our Woman's Dress Department, we have a unique pre-dated automatic markdown price tag that shows you when and how much each markdown will be.

Because we're off price we do not honor credit cards.

Get Acquainted prices start this Thursday September 22nd at Syms on Mockingbird Lane just east of Love Field.

Yours truly,

Marcy Syms
Marcy Syms



Open Tuesday-Friday 10AM-9PM. Saturday 10AM-6:30PM. Sunday 11:30AM-5:30PM. Closed Mondays.

(214) 902-9600



All the Best

Congratulations,

Best Wishes

Frank S. Bail &
Staff of Local 1102

9-26-88

Dear Frank and Staff,

It was a delight to have you
share our excitement on September 22

We hope Dallas proves to be
a great market for both of us

Warm regards,

Marcy

Congrats,
Much Success
in Dallas



Clifford
Carbomson
G.E.
Capitol

9-26-88

Dear Carol and Cliff,
It was a delight to have you share
our excitement on September 22.

We hope Dallas proves to be a
great market for both of us.

Warm regards,
Marcy.

SYMS

An Educated Consumer is Our Best Customer.

September, 1988

Dear Consumer:

Our Company is proud to announce the opening of our store on Mockingbird Lane just east of Love Field this Thursday, September 22nd, with Get Acquainted prices.

At our store you'll never see the word sale. There's never a reason for a sale because SYMS represents, at off price, over 200 world famous designer and brand names in men's, women's and children's clothing. We're off price all the time.

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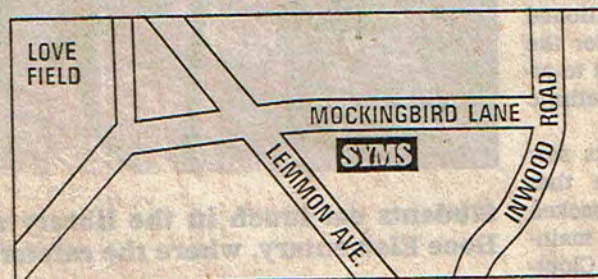
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(214) 902-9600

Fancy Labels, Plain Prices

That's Still a Good-Looking Combo at Syms

By JAY PALMER

WHEN Sy Syms opened his first discount clothing store in downtown Manhattan near Wall Street in 1959, his daughter, Marcy, was only in fourth grade. Today, five years after going public in '83, the 61-year-old Sy remains chairman, CEO and 80% owner of the Big Board company which bears his name, while still, by all accounts, wielding immense power within its corridors. For all that, the day-to-day authority and most of the top-level decision making has been passed on to the next generation, in part to Sy's three sons, but mainly to Marcy Syms Merns, 37, now the company's president and chief operating officer.

"My father is a merchandising genius," insists Marcy, who, around the office at least, is still known as Miss Syms. "He decides what items we should stock and what price we should charge. There is not much I can contribute in those areas. So by trial and error, we have divided things up. He does what he does best and pretty much everything else that has to do with operations and the running of the



thy Greenfield-Sanders

afraid as Florida, Missouri and Georgia. But as total company sales have risen 75%, to \$257 million from \$147 million, average annual sales per store have dropped to \$11.7 million from \$18.4 million.

In 1986, when total sales rose 3.7%, all of the growth came from that year's two new stores. Existing-store sales that year fell 1.2%. The same story was repeated in 1987, when total sales jumped 15.1% but existing-store sales, excluding the five new outlets added to the chain, declined 0.9%. In the first quarter of the current year, existing stores contributed less than a fifth of the total 23% gain in revenues; the rest came from new stores.

The rate of store openings is proceeding apace. "Ten years

shotgun approach and look at maybe five markets at the same time. In some years, we may open none or just one. In others, we may open quite a few."

Whenever or wherever opened, Syms stores are in most respects similar, each in effect resting on the firm's core business, men's suits. In every store, the men's department offers racks and racks of brand-name suits, most carrying famous labels—Pierre Cardin, Givenchy, Brioni and others, and all selling at a mere fraction of what the same suit would sell for in a full-price clothing store.

Syms's secret, as Miss Syms tells it, lies in its relationship with suit makers. "The manufacturers buy the fabric two years before the time when they will cut it up and make it into a suit," she explains. "That is a risk for them because they can never be certain about future demand. We say to them, 'You can safely take a stand and order that fabric because whatever you have left over and don't want to use yourself, you can make into suits for us.'"

"We don't offer them much profit but we promise them no

company fails to me. My management style?" she replies with a grin. "Management by nagging."

The house that Sy built and Marcy now runs is best known, perhaps, for its catchy slogan trumpeted on hundreds of hours of TV ads: "An educated consumer is our best customer." Originally, the company offered just top-of-the-line, top-label men's suits at discount prices. Now, after years of expansion in terms of both location and merchandise, the firm's 22 stores are mini-discount department stores, offering complete lines of women's clothing, shoes, luggage, towels and sheets, not to mention shirts, overcoats and undergarments from more than 1,000 manufacturers.

It started refusing credit cards because it could not afford the card company's cut. It still refuses, but now, says Marcy, for philosophical reasons. "If you want to save 60% on a suit, you have got to have the money for it. We take checks." Margins, once the highest of any U.S. retailer, no longer lead the pack but remain impressively wide at about 12.5% before taxes, while, over the five years, the company has had an average return on equity of about 23%.

Syms seems nicely set up to extend its strong financial track record. Since 1978, sales and net profits have risen every year, climbing more than five-fold over the decade. Last year, following a somewhat lower than

Marcy Syms and the company's markdown system for women's clothes.

normal 4% jump in '86 sales, the company lifted revenues 15%, to \$257 million from \$223 million. Earnings rose 20%, to \$1.01 a share from 84 cents. The company doesn't pay a dividend.

In the first half of the current year, sales jumped 15%, lifting earnings 11%, a rate of gain that helped bring the stock back up from its early 1988 low of 9 1/2 to 11 1/2 last week.

But all these figures tell only part of the story. Like most retailers and virtually all apparel retailers, Syms is finding the going a bit rough this year. Street analysts are looking for earnings of around \$1.18-\$1.20, but a figure of closer to \$1.15, perhaps even a few cents less, seems more likely. Says Marcy Syms with a quick grimace: "At a stretch we could make the higher figure. But only at a stretch."

Even as overall annual sales have risen, the underlying rate of growth—at least as measured by one key indicator—has slowed. In the second quarter of the year, traditionally one of the company's two most important

quarters because of Father's Day and pre-summer suit buying, sales came in 22% ahead of the first quarter's—but far below the 34%-38% rate of advance racked up in the comparable three-month periods in previous years.

Worse still, the largest part of Syms's recent and continuing sales growth, and by implication most if not all of the company's profits growth, comes from new store openings, not same-store gains. Over the past five years, Syms has nearly tripled its outlets from eight in '82 to 22 at the end of '87, expanding from its traditional New York-New Jersey base to as far

ago, Syms was only going into large markets with over 2.5 million people," notes Miss Syms. "But we found that too limiting. So we dropped our target, first to two million, and now to 1.5 million. We are now going into a Pittsburgh and into a St. Louis, whereas we once wouldn't have. Our aim is to have 40 stores nationally."

There is no "deadline" or "schedule" for this planned near-doubling in the number of Syms outlets, she insists. "The rate of openings depends on the luck of opportunities. Once we have found a potential market, it can take years to find the right location. So we adopt a

loss," she says. "We are a kind of an insurance policy. No, we don't ever legally guarantee to buy the material but, yes, there is a commitment, the commitment of a relationship, of a trust in Syms. We don't want to let them down. We have never let them down."

As part of the deal, to avoid creating problems for the suit makers with the full-price stores, Syms used to cut out the famous-name labels before customers took their purchased suits from the store. Today, the labels are no longer removed but Syms still pledges never to mention the manufacturers' names in its advertising.

On the subject of suits, there is one point that sends her voice up a couple of octaves. "Despite what you may have read elsewhere," she insists, "the suit that you buy from Syms is made by the same people from the same fabric and the same patterns at the same factory and with the same workmanship as the suit with the same label sold at much higher prices in other stores. We are talking fabrics, not finished suits, when Syms buys from the suit maker. Most suit makers have three or four different lines, each offering different cuts and styling, perhaps workmanship and price. We always ask them to make the suits up into the more conservative, lower-priced lines because that is what does best at Syms. Critics who look at our suits and compare them elsewhere don't compare like with like."

Continued on Page 20

NAT. ADV. 140.
SYMS PRICE 79.
MAR 27 67. MORE THAN 10 DAYS
APR 8 58. MORE THAN 20 DAYS
APR 20 48. FINAL

Syms Corp.: Financial Overview

Year Ended Dec.	Earnings Per Share	Revenues (millions)	Net Income (millions)	Book Value Per Share
1987	1.01	256.7	17.7	5.51
1986	.84	223.0	14.7	4.50
1985	.72	215.1	12.7	3.66
1984	.72	204.2	12.7	2.94

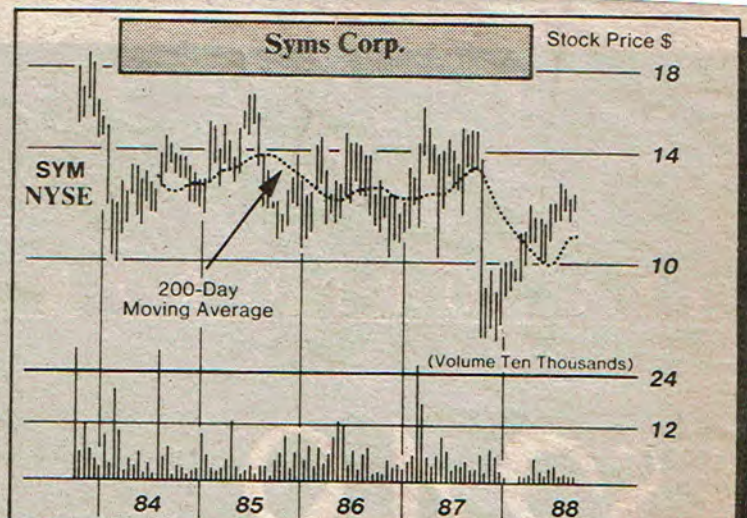
Fancy Labels

Continued from Page 18

From men's suits, still the hottest-selling and highest-margined of Syms's lines, the company has expanded its offerings. "When we go into a new merchandising area, we call it an item," says Miss Syms, who started off her career in her father's business running the firm's phone switchboard for a year. "Eight years ago, we had an item—shoes. This means we were able to convince one reputable shoe maker to sell us at off-price. We took that one line

to see the reaction of our customers. Today, shoes constitute a good part of our business."

Other areas have been started up in much the same way, including children's clothing, luggage, household goods like towels, sheets and tablecloths and, most important of all, women's clothing, which now contributes 32% of sales. Unlike suits, which make up about 60% of the total, women's apparel is not sold just at one low price. Each garment, as



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its price tag declares, gets automatically marked down in price every 10 days until sold.

"When we got into women's wear in 1971," notes Marcy, "we realized that there were six seasons to the selling year. In order to create relationships and be there for the manufacturer, we had to turn over these goods pretty quickly. This was our way to create the needed excitement. We make money at the third mark. Anything above that is gravy. Anything below that is a loss."

The company has made only one outside acquisition. In the early 'Eighties, Sy Syms was contacted by the owners of A. Sulka, the upscale men's haberdashery and custom-shirt chain with outlets in Paris and London and on New York's Park Avenue. After some discussions, he purchased Sulka's excess production of ties and put them up for sale. "Never in our history," says Marcy Syms, "did any single line ever sell so fast." So months later, when offered the opportunity, her father purchased the Sulka chain for an undisclosed price. Today, it is run as a separate entity, contributing an undisclosed amount to company profits.

Despite this acquisition, the expanding number of lines and the rapid increase in the number of new stores, Syms has financed its growth mostly from within, avoiding any significant increase in long-term debt. As of the end of '87, long-term debt still represents less than 7% of capital.

OPPORTUNITY

Since luxury sports sedans have so many "options," the list of what's included with a \$348 lease is often disappointingly shorter than what's not.

The Sterling 825SL, on the other hand, has been designed and built with dogged British determination to be the complete luxury sports sedan.

Accordingly, our \$348* lease delivers a car with an enviable list of standard features:

24-valve, 151 horsepower, 2.5 litre V6 engine

Connolly leather seating**

Burled walnut interior trim

Bosch Anti-lock brakes***

Automatic or 5-speed manual

Fancy Labels

Continued from Page 18

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SYM
NYSE

200-Day
Moving Average

Syms Corp

Stock Price \$
18

Institutional Holdings	16%
Average Daily Volume	4,300
Short Interest Ratio	0.00 days
Insider Net Trading	0
(shrs., latest month)	
Outstanding	17.65 million
Shares	
Market Value	\$210 million

Shareholder Data

Current Ratio	1.8
Interest Coverage	109.6
Debt to Equity	7%
Revenues to Assets	198%
Return on Total Assets	13.4%
Common Equity	18.0%
Return on	
Profit Margin	6.7%

Key Ratios

Current Rate Yield	0%
Current Rate	\$0.0

Dividends

Syms Corp.

As for raising same-store sales, Marcy Syms admits to some concern. "The decline does not worry me," she cautiously argues. "It is something that we pay attention to. But remember, we have lived through times of great hoopla over price-cutting, a time when it was all old hat to us. We have

Continued on Page 47

Fancy Labels

Continued from Page 20

also, more recently, lived through a time of fierce competition and enormous mark-downs by department stores, which is now starting to taper off. Let's just say that I would agree that the rate of sales growth is not as great as I would like it to be."

The company expects that a variety of outside and inside factors will help boost the trend of same-store sales, even as the number of new outlets continues to increase. One key thing it is banking on is the falling off in competition from department stores. Another is

its effort to expand and modernize the six or so aging stores where lagging sales hold back overall gains. However, the biggest spur will come from altering the mix of lines to boost returns. "This year," predicts Miss Syms, "same-store sales will be up."

Marcy Syms reflects that she is "not that pleased with sales this year but, relative to the environment, I think we are doing okay. Off-price is a niche that I don't think will grow that much

in total," says she. "I came into the business when a 25% rise in sales in one month just brought complaints that you had not done 30%. Those days are gone and we are having to adjust to new realities."

"But all this," she insists, "does not mean that we will not do well. We are one of the granddaddies in the business. Our position and longevity will help us remain the premium off-price retailer. Our concept is strong and getting stronger." ■

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9/15/88
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EDUCATED CONSUMER IS OUR BEST CUSTOMER
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4210	4210 LADIES BOWNS	39.99 N
	TOTAL	39.99
CHECK		39.99

SYMS - NO REFUNDS - CREDIT SLIPS ONLY

9/15/88 12:06PM

MEMOS TO MANAGERS

N.J. EXECUTIVES ADVISE HOW TO SEARCH FOR EXCELLENCE

BY RON STEPNESKI

What advice would you give corporate managers — to bring out the best in their people, their company, and themselves?

Take risks? Watch expenses? Hire the best? Learn to listen?

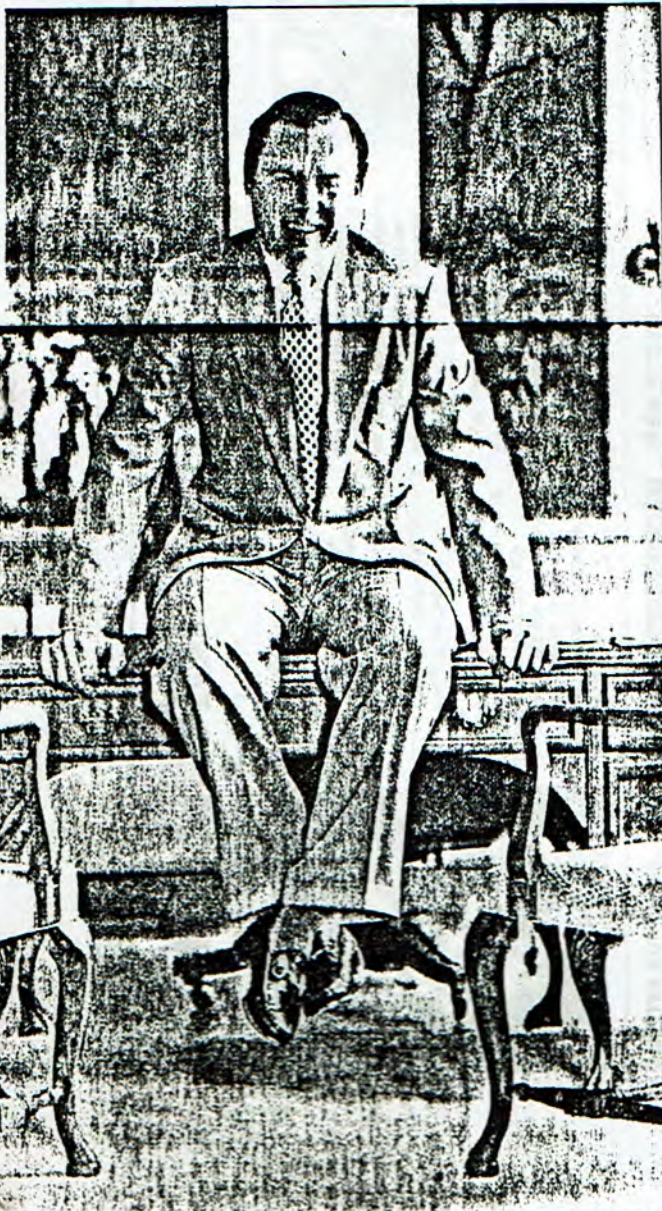
All those themes were touched on when The Record recently asked 21 of North Jersey's top executives how they keep their companies and managers on track.

Suggestions ranged from treating your business as

if you owned it to planning for a recession in the next two years.

The executives didn't profess to have magic formulas or all the right answers. In fact, Lea & Perrins President Dennis Newnham said nothing is more paralyzing to a company than a manager who is afraid to make mistakes.

The executives' views and suggestions are presented here and on the following page.



PETER MONSEES/THE RECORD

WILLIAM P. LYONS

Chairman, president, and CEO, Duro-Test Corp., North Bergen

I'd say play for a recession or a recession-like type of business environment. I think the likely scenario over the next two years is a recession scenario. I think that means managers have to take steps to control expenses, costs, cash flow, and to stay on top of marketing and sales programs.

MASAOKI MORITA

Chairman and CEO, Sony Corporation of America

Simply put, I believe that the people in our organization are fundamental to our continuing success. I have urged managers at Sony Corporation of America to promote creativity among their co-workers and subordinates and to instill an entrepreneurial spirit that will enable them to create opportunities.



I emphasize the need to develop long-term strategies that can be acted upon every day. In business, we must measure our progress by the bottom line, of course, but a company like Sony must also be prepared to hold its course in developing new businesses, as we have done with innovations like the Walkman and 8mm video. Our managers should communicate this need for a long-term perspective to their people and they must act upon it for themselves as well.

I stress that our world is getting more and more interrelated. Events in Japan and Europe have impact on our activities here. Although Sony is basically a Japanese company, we must think globally even while acting locally.

MARCY SYMS

President and chief operating officer, Syme Corp., Secaucus

Don't fake it. You gain respect and trust from people you work with if you know what you're talking about. If you don't know, you shouldn't be inhibited to ask.

That's what I mean by don't fake it. I see too many "upper types" covering their behinds and in the end looking like fools because they weren't accurate in what they said.

Also, have fun with what you're doing. The more you're motivated, the more your energy affects those around you. And people who are having fun attract more people to them.



DANIELLE P. RICHARDS/THE RECORD

FREDERICK ISAACS

President, MacGregor Sporting Goods, East Rutherford

Realize that the people around you are your best product, your best asset. Be aware and sensitive to the needs of people and the interplay with other managers. Realize you're a part of the puzzle, not the whole puzzle.



MANAGERS: Words of advice from N.J.'s top executives



JOSH WESTON

Chairman and chief executive officer, Automatic Data Processing Inc., Roseland

For seasoned managers, I'd say: Be willing to change.

Recognize that if you want to grow and the world around you is growing, you can't stay the same way. Take the same risk as a lobster: Get rid of the old shell, stand naked for a while, and grow a new shell.

Yesterday's way of doing things isn't necessarily the best way for tomorrow. Undertake the risk of changing systems, thinking differently, and sounding stupid because you're not positive about something since you didn't do it this way before.

For new managers, challenge yourself to do better.

Whatever it is you do, feel good about how well you've done and ask yourself: How can I do it better?



NORMAN RICKEN

President and chief operating officer, Toys "R" Us Inc., Paramus

The only thing I do is tell people to treat this business as if you own it and you only have one boss to please — the customer. If you treat the customer in your store as you want to be treated in somebody else's store, then we'll be a success. Everything else is tactics, but that's the essence.

MARTIN SUKENICK,

Chairman and CEO, Broadway Bank & Trust Co., Paterson

Be aware of what's happening in your community. In a society like ours, business has a role in changing things that need to be changed.

The most important thing that faces management today is the rotten state of our educational process in the United States.

We have a tremendous stake. There are 5 million kids coming out of the school system each year who can't read and write and if management doesn't do something, we'll lose our lead in the world to the Japanese.

Make up your minds in your own company to get involved in the educational process in your community. The fat cats out in the suburbs don't think they have a problem, but there are no walls to slums.



JACK ROSEN

Chairman and CEO, Continental Health Affiliates, Englewood Cliffs

I think the most important thing is understanding the details of your business. If you understand them, you can use your abilities and other assets in managing people and doing deals effectively. If you don't know the details, whatever abilities a manager has can't be used effectively.

I mean every detail necessary in the managing of your business — from financial details to understanding market conditions and understanding what the people you deal with are doing. As a company grows larger, you lose the ability to know everything. But you have to be in touch with the level of management you deal with often.

They've got to get involved. Their companies are at stake. We can't hire competent people anymore. You've got to give back to the community some of your effort to change the educational process. If you leave it to politicians, they'll just throw money at it, and it will go from bad to worse.



I've seen people come in with a great résumé and falter because they didn't take the time to learn the details of the business and couldn't respond to other managers in a timely fashion.

I think every executive has an agenda, and executives bet on a company, a group of

individuals, to further their business careers. Good executives are often aggressive. They need things done in a timely fashion. The last thing they need to do is find barriers to carrying out that agenda.

If they go to a manager and hear him say "I want to think about it," "I don't know," or "I have to talk to someone else," they can see this manager doesn't understand the details of the business well enough.

As my company has grown, we've taken on more and more top level executives. Those who take the time to learn the details of our business use their abilities to manage people and assets effectively.

Those who haven't taken the time to learn the details of our business, have failed.



EDWARD L. HENNESSY JR.

Chairman and CEO, Allied-Signal Inc., Morris Township

These days, all business people have to be concerned about the fortunes of the U.S. manufacturing sector. U.S. manufacturing companies must regain market share at home and increase sales overseas by continuing to cut costs, by improving product quality, and by marketing aggressively.

One of the keys to manufacturing success is better management of our people. As many firms have recognized, we need to give up autocratic management styles that foster divisiveness. We must show employees that they are valued members of the company team by making sure that they have more responsible work assignments, more involvement in decision-making, and more opportunity to share in the rewards of their own productivity gains. People motivated in these ways will be innovative and dedicated in their efforts to build stronger, more competitive companies.



GAY A. MAYER

President and CEO, MEM Co. Inc., Northvale

The best advice, most probably, is to learn how to listen. You've got to hear grass growing, got to understand what people are telling you, even if it isn't obvious.

People appreciate being heard. Everyone wants his day in court. Listen even to people who don't work for you. You've got to listen to your boss sometimes, too. Every manager



GENE CARTLEDGE

Chairman and CEO, Union Camp Corp., Wayne

Every time we supply one of our products, our customers must feel they got precisely what they wanted, when they wanted it, and that it's of the quality they expect. Attention to detail, by people in every aspect of the operation, makes that happen.

Secondly, nothing is so important that it can't be done

of our competitors buy similar equipment. In many cases, they use the same engineering firms. The big difference is the people who utilize the equipment. It's those well-trained, motivated, and involved people that distinguish us from our competitors.

Finally, vision is one of the most important elements. We plant a tree today we won't harvest for 25 years. It takes people of vision to contemplate what the world will be like next

L. JOHN POLITE JR.

Chairman and CEO, Essex Chemical Corp., Clifton

If there's one key thing for managers who are managing managers to do, it's improving communication with people on the overall charter of what their job is and what the company's job is.

It may be more important than ever in today's world to get the full spirit out of people. When life was simpler, we'd just go over the general guidelines and pat them on the back. But in order to get the most from them in today's world, there must be a true communication about where we are going and how we are going to get there.

It doesn't have to be staff meetings; sometimes one-on-one is better. Out of that, they leave with a new spirit or a renewed



spirit, a feeling that "they do care about my thoughts. They do care about my experience."

It makes employees more confident: They really do become a part of your team and begin

to communicate more effectively down the line. The manager feels he's in the decision-making swim and starts to relate to his people that way.

I've tried to spend more time with my top staff about the theory of this and encourage them to spend more time communicating with their people to bring out the best in them. It's got to move down the line where worker feels he's a participant.

I didn't think I'd be talking so corny at this stage of my management career, but I'm convinced we've missed a golden opportunity. Many executives are so busy — engaged at such a high level of thought process — they don't involve others in the whole process. I'm convinced it makes employees more efficient, more productive and happier.

K. KEITH ROE

President and chief operating officer, Burns and Roe Enterprises Inc., Oradell

Companies grow and prosper, in my opinion, primarily because of repeat business. A client or customer who is satisfied with a product or a service — whether it involves a small expenditure or a big-ticket purchase — will be inclined to buy it again.

This is particularly true in our business. We provide engineering, construction management, and operations and maintenance services to large clients. Our reputation may help us get a



specific assignment, but our performance — especially in three areas — will determine whether

we get future assignments.

What I tell our managers is to concentrate on these three areas: Innovation, quality, and customer service.

My grandfather founded Burns and Roe in 1932 and he always stressed that our company must lead, not follow. Leadership requires innovative and creative thinking, whether we're designing a next-generation nuclear power plant or providing the facilities to refurbish the space shuttle after each flight. Anyone can offer yesterday's tired thinking: I impress upon our managers that we have to generate the fresh ideas that will bring our clients to tomorrow's frontiers.

IRWIN LERNER

President and CEO, Hoffmann-La Roche Inc., Nutley

The most important advice that I would offer to those who aspire to managerial excellence is to think, speak, and, most importantly, behave as leaders.

Granted, leadership is difficult to define. But you know when it's there, and when it's not. One well-known management expert has defined managers as those who do things right and leaders as those who do the right things. That's a profound notion to contemplate in this fiercely competitive global marketplace in which we're all operating. Perhaps it signals that our aspiration should be for managerial leadership.



We are all capable of inspiring our staffs and our peers by the example we set, and by the commitment to personal excellence each of us exhibits and expects from those around us.

A big part of leadership, and

of effective management, involves communication. A fundamental responsibility of every manager is to foster clear, two-way communication. That means making sure that employees clearly understand your expectations and that you understand theirs. And it means taking the personal responsibility to clarify and correct misunderstandings and false expectations that can diminish organizational morale, productivity and effectiveness.

I believe that, other factors being relatively equal, the most significant difference between one organization and another lies in an unshakable cultural commitment to quality, excellence, and leadership on the part of the people who are the true heart of the organization.

See MANAGERS Page B-3

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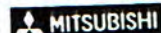
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Losses at the eight institutions rose as high as \$2.4 million per day. The transactions call for

Some in Congress and the industry say fear FSLIC will require a taxpayer bailout eventu-

Savings Association of Irving Both were among the top 20 in first-quarter losses.

MANAGERS

From Page B-2

MARIO PAUL PERILLO

Chairman and CEO, Perillo Tours, Woodcliff Lake

Watch your expenses, target your market, and stick to your intuition.

If you watch your expenses, you don't get carried away. Overhead is a terrible thing. One must always be wary of anything that's going to increase overhead, but not increase the bottom line of your business. One can get carried away with all the wonderful computer software that's going to solve all the world's problems.

You have to bring to a decision the sum total of your



experience and you've got to trust it more often than not. We have our own software that God gave us the day we were born and to ignore 30, 40, or 50 years of experience is a mistake.



JONATHAN M. DENN

President and CEO, Treadway Inns Corp., Saddle Brook

The most important thing is team building. It's the ability to work with a team of diverse individuals and somehow get them united to complete a goal.

How? Through motivation and, with the tremendous labor crisis in New Jersey, the ability to be patient with members of the team to bring them together, to give them training and development, to give them extra training, and to let them be part of the team.

In the days of abundant labor supply, there was a tendency to say, "Let's get rid of Chris; we can get someone better." Today, it's "Let's train Chris; there's nobody better than her." That's what we've found.

RUSS BERRIE

Chairman and CEO, Russ Berrie & Co., Oakland

I guess among the most important advice is to be as detailed as possible — to follow up in detail as much as you can. Don't assume anything. Just make sure you check everything out and make sure you have everything detailed.

Obviously, I think the most important thing is working with your people, to challenge your people. Don't sit back in a big office, but get out there and work with them and help them.



HERBERT FISHER

Chairman and CEO, Jamesway Corp., Secaucus

Choose the right people to help you in your endeavors. When you get the right people, engender loyalty by being fair and honest and being good to them, not overbearing. Be nice to them and create a pleasant



ALLEN BILDNER

Chairman and CEO, Kings Super Markets, West Caldwell

Business is about people. Corporations are about people. That's very consistent with our mission: people serving people.

How that translates into action is that, at every level, in every decision that's made, if you believe business is about people, there are two questions you have to ask: "What's right for our customers?" and "What's right for our employees?"

Our experience has been that the two go hand in hand. They are never in conflict. There may be a short-term conflict, but never a long-term conflict. There's no



conflict between profit and people. If your maximum concern is for profit in the long-term, you can't do it without maximum concern about people — customers and employees.

The best manager is one who develops people who could eventually take their job.

atmosphere to work in.

After that, being in control of your business is most important, to know how much business you're doing in various products, what markdowns you're carrying, what profits you're making.

Project ahead so you can prepare yourself financially. There's an old expression, "Keep your powder dry." We don't know what's coming with the national elections, so keep yourself financially able and maintain control of your inventory.

Finally, be a hands-on manager. Don't sit back and let everyone else do the work for you. Ninety percent of the businesses that are run successfully today have hands-on managers running them.

DENNIS NEWNHAM

President and CEO, Lea & Perrins, Fair Lawn

For outstanding results, hire outstanding people. It's obvious, but it's the obvious we miss most often. Establish the specific characteristics they must have and stay with the established criteria.

Be sure the chemistry is right. Basically, businesses are driven by teams, not individual people.

Don't be afraid to make mistakes. There is nothing more paralyzing than setting up a goal of having to make the right decision every time. At Lea & Perrins, we shoot for being right in



70 percent of our decisions and controlling the balance of 30 percent, so the damage is minimized.

NOTE:

Louis Rukeyser is on vacation. His column will return to this page next Sunday.

DISCOUNT STORES

Wal-Mart Stores.....	15,959,255	11,909,076	34.0	627,643	450,086	39.4	3.9	3.8	1,068,670	846,026	2,257,267	1,690,493	31.8	2,651,760	2,030,972	30.6	6.0	5.9	1.11	0.79
Zayre.....	6,186,476	5,350,638	15.6	143,312	88,974	61.1	2.3	1.7	224,564	172,483	731,324	652,314	20.7	1,268,993	1,099,724	15.4	4.9	4.9	2.44	1.55
Ames Dept. Stores.....	2,111,940	1,888,471	11.8	34,157	27,129	25.9	1.6	1.4	57,630	54,257	424,880	394,205	8.3	470,549	388,585	21.1	4.5	4.9	0.91	0.73
Rose's Stores.....	1,336,794	1,198,941	11.5	18,095	24,049	-24.8	1.4	2.0	31,612	43,599	193,273	181,109	9.7	290,330	293,026	-0.9	4.6	4.1	0.88	1.17
Jamesway.....	701,412	612,392	14.5	11,603	12,124	-4.3	1.7	2.0	20,500	23,094	118,783	109,391	10.2	168,491	138,464	21.7	4.2	4.4	0.82	0.85
Family Dollar.....	560,339	487,735	14.9	24,802	30,510	-18.7	4.4	6.3	46,783	57,539	159,572	141,294	16.5	142,436	122,499	16.3	3.9	4.0	0.86	1.06
TOTAL.....	26,856,216	21,447,253	25.2	859,612	632,872	35.8	3.2	3.0	1,449,759	1,196,998	3,885,099	3,168,806	24.4	4,992,559	4,073,270	22.6	5.4	5.3	—	—

OFF-PRICE STORES

Ross Stores.....	575,990	534,413	7.8	17,125	(41,449)	—	3.0	—	18,925	(45,475)	118,570	84,945	16.8	109,854	134,993	-18.6	5.2	4.0	0.61	—
Burlington Coat Factory....	480,718	381,792	25.9	20,262	17,326	16.9	4.2	4.5	35,588	32,940	150,830	130,060	14.4	196,500	148,851	32.0	2.4	2.6	1.73	1.48
Syms.....	256,756	223,071	15.1	17,780	14,773	20.4	6.9	6.6	32,561	29,731	98,811	81,031	19.8	48,240	36,289	32.9	5.3	6.1	1.01	0.84
Clothesline.....	178,695	160,334	11.5	6,509	11,908	-45.3	3.6	7.4	11,537	23,902	41,470	34,726	17.1	22,113	21,475	3.0	8.1	7.5	0.46	0.83
Dress Barn.....	173,671	135,828	27.9	12,908	9,161	40.9	7.4	6.7	24,447	17,671	39,779	26,193	39.1	21,878	17,033	28.4	7.9	8.0	0.58	0.42
Allison's Place.....	28,994	22,828	27.0	(4,473)	315	—	—	1.4	(4,897)	604	2,107	6,607	—	4,692	6,624	-29.2	6.2	3.4	—	0.13
TOTAL.....	1,694,824	1,458,266	16.2	70,111	12,034	482.6	4.1	0.8	118,161	59,373	451,567	363,562	17.2	403,277	365,265	10.4	4.2	4.0	—	—

MISCELLANEOUS

Interco.....	3,341,423	2,946,902	13.4	145,003	125,774	15.3	4.3	4.3	253,460	237,711	1,251,337	1,326,215	11.3	805,095	733,907	9.7	4.2	4.0	3.50	2.91
Rapid American.....	1,489,415	1,893,500	-21.3	(121,707)	(11,436)	—	—	—	(150,914)	(30,970)	1,409	100,923	—	425,132	513,870	-17.3	3.5	3.7	N.A.	N.A.
Dollar General.....	588,436	564,782	4.2	6,502	4,318	50.6	1.1	0.8	11,606	7,629	109,455	108,789	6.0	177,136	183,921	-3.7	3.3	3.1	0.35	0.23
New Process.....	362,577	359,609	0.8	22,646	17,695	28.0	6.2	4.9	40,410	35,740	90,471	81,246	26.4	26,257	32,788	-19.9	13.8	11.0	2.42	1.89
TOTAL.....	5,781,851	5,764,793	0.3	52,444	136,351	-61.5	0.9	2.4	154,562	250,110	1,452,672	1,617,173	3.4	1,433,620	1,464,486	-2.1	4.0	3.9	—	—

SUMMARY

Department Stores.....	44,062,391	39,996,840	10.2	1,027,481	1,246,359	-17.6	2.3	3.1	2,115,458	2,330,626	9,724,485	9,913,159	10.5	6,748,578	6,414,374	5.2	6.5	6.2	—	—
Mass Merchandisers.....	78,606,700	74,247,400	5.9	2,468,400	2,116,000	16.7	3.1	2.8	4,122,000	4,010,500	16,615,200	16,398,000	15.0	14,332,300	13,377,000	7.1	5.5	5.6	—	—
Specialty Stores.....	16,600,561	14,723,903	12.7	805,665	802,335	0.4	4.9	5.4	1,362,742	1,501,567	4,276,081	3,922,518	19.7	2,429,587	2,167,784	12.1	6.8	6.8	—	—
Discount Stores.....	26,856,216	21,447,253	25.2	859,612	632,872	35.8	3.2	3.0	1,449,759	1,196,998	3,885,099	3,168,806	24.4	4,992,559	4,073,270	22.6	5.4	5.3	—	—
Off-Price Stores.....	1,694,824	1,458,266	16.2	70,111	12,034	482.6	4.1	0.8	118,161	59,373	451,567	363,562	17.2	403,277	365,265	10.4	4.2	4.0	—	—
Miscellaneous.....	5,781,851	5,764,793	0.3	52,444	136,351	-61.5	0.9	2.4	154,562	250,110	1,452,672	1,617,173	3.4	1,433,620	1,464,486	-2.1	4.0	3.9	—	—
TOTAL.....	173,602,543	157,638,455	10.1	5,283,713	4,945,951	6.8	3.0	3.1	9,322,682	9,349,174	36,405,104	35,383,218	14.7	30,339,921	27,862,179	8.9	5.7	5.7	—	—













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Diabetes with its complications is a leading cause of death in this country. Persons with diabetes live with the threat of heart disease, stroke, kidney disease, gangrene, nerve damage and blindness. *One out of every 20* persons will be afflicted with diabetes in their lifetime. Every *third* family either has someone in their family or knows a person with diabetes. **INSULIN IS NOT THE CURE!** We firmly believe "There's a Cure. And Together We Will Find It!" All proceeds benefit diabetes research. So, please join us and walk for a cure.

HOW DO YOU PARTICIPATE?

Fill out the attached form and mail it back to your local JDF Walk Chapter. The Chapter will send you a SPONSOR FORM for you to obtain pledges for every kilometer you walk. The dollars you turn into JDF after the Walk will go towards determining the prize you have won. If you have questions please call your local JDF Chapter. The Prize structure is outlined at the right.

PRIZE INFORMATION

1. Every Walker completing the Walk route will receive an official JDF Walk Certificate.
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ON THE ROAD TO THE CURE

Many turn to discount shopping

By Barbara S. Wintner

For The Pittsburgh Press

7/88

IT WAS a red silk and rayon jacket with an attached flower and it was selling at Loehmann's White Plains, N.Y., store for \$289.

A spin through Bloomingdale's in New York turned up the very same jacket for \$780.

How do they do that?

"Our founder came up with a simple premise: she bought for less, sold for less," said Hy Leader, public relations director for Loehmann's.

It's a formula that's turned Loehmann's into a company of successful stores from Brooklyn to Beverly Hills.

Syms, too, with its 22 stores doing roughly \$250 million in business a year, allows the savvy shopper to buy in-season merchandise at one-third to one-half off department store prices.

According to David Bernard, Syms director of public relations, here's how it works:

There are essentially three classes of retail trade, he explained. The traditional store, which is the department or specialty store, goes to a regular, brand name manufacturer and pays that manufacturer's wholesale prices. Then it at least doubles the wholesale price, rendering a \$100 item \$200 on store racks.

The discounter — a K mart-type store, say — goes to the same manufacturer and pays the same price but, by cutting store services, is able to offer the \$200 item for \$175.

Then there's the off-pricer.

"We go to the same manufacturer and say, 'That's what you have left? We'll take it all,' said Bernard. "'We'll pay you almost instantly,' we won't make advertising allowance claims and we won't return merchandise. For that we pay the manufacturer less. Plus we charge less markup. So we can sell for 50 percent less than the department stores."

There are certain things a Syms or a Loehmann's can't do, he admitted.

IF AN ITEM SELLS well, an off-pricer can't reorder. "That makes it hard to go to Syms and say, 'I want a dress in azure blue.' It might have been there last week and it might be there next week, but it may not be there the week you're there. A Syms shopper cannot say, 'I'll think about it and come back in a week or two.'"

A Syms shopper also cannot expect private dressing rooms, gift wrapping or the privilege of using major credit cards.

"But I think as prices go up, more and more people are thinking maybe buying for less is worth the inconvenience," said Bernard.

Off-pricers have their detractors, of course, among them the traditional retailers.

"How do discount stores get some of the labels we get? They have my damages and my returns," said Ed D'Alessandro, one of the owners of Stylegate, a small chain of Pittsburgh men's stores. "That's their edge. They're buying my mistakes."

"That's misleading," countered Bernard. "We're really not buying mistakes because we're really buying the same things the department stores buy." The manufacturer "may sell us the last one to be sold" but he sells the same item the same season he sells to everyone else, Bernard said.

There are companies that buy from liquidators, he added, like that venerable sale site, Filene's Basement in Boston. "When you do that, you really can't be in season," he admitted. "Really though, most of us in this business don't do that. We simply allow the manufacturer to increase his production without increasing his risk."

Diehard off-price shoppers may be in for a surprise this fall, though, as they shop the floors of a Syms or a Loehmann's. The rising wholesale prices of garments will be reflected in those famous orange, green, yellow and blue price tags, said Bernard.

"If department stores' prices go up 20 percent, ours will have to go up 20 percent, too," he said. "We're paying with the same weak American dollar."

her shop

Pittsburgh Press



from the \$22.99 left comes the overhead to run her business — lights, phone and mortgage, advertising fees, freight charges. Ms. Weissburg lives "on the dream of being able to make a profit." She takes strength from Gianni Versace, an Italian designer known for his butterfly soft, highly fashionable leather garments. In 1982 she had the opportunity to wear a \$1,500 pair of Versace leather pants. "I could make those pants today for \$350," she said. The difference? While the actual physical cost to produce the garment is about the same for both designers, Versace's multimillion-dollar advertising and marketing campaigns, the rents of his Rodeo Drive, Madison Avenue and Bal Harbor stores and the fabulous parties he throws for his customers keep his overhead a lot higher than Ms. Weissburg's. So for now Ms. Weissburg lives on dreams and cash flow in the back of Breakeaway, and shares her kitchen with three sewing machines. Is it fair? "Absolutely," said the determined Ms. Weissburg. "If people are willing to pay it, it's fair."

1988

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The STARS OF THE PICNIC:

HAMBURGERS

HOT DOGS

SHORT RIBS

KIELBASA

By Amy F. Larkin



DO LIKE SY SYMS: GO FOR THE EDUCATED SHOPPER

A significant shift has taken place in the fashion jewelry business. When our "big boom" took off about three years ago, it was "Anything goes!" Everyone jumped in to cut a piece of the hot jewelry pie ... including the T-shirt lady and the druggist.

It was a miracle! Fashion jewelry didn't take much space, it was clean and colorful and a fantastic creator of impulse sales.

Inevitably, the market became too much of a mediocre thing instead of a good thing. The shopper has progressed to become more discerning, more informed, and more demanding.

Just any bangle or bauble or dangle won't do anymore. Shoppers don't want to dig through endless bins for "buried treasure."

In dollars, demand is not down. But, the fashion jewelry business has taken off in a much more sophisticated direction. Uniqueness, quality, and artistry are what the consumers now respond to and what the sharp retailer must now display.

The shopper who comes in wants to know about the pieces she buys.

- What are the metal components?
- Who is the artist?
- How unique are the shapes and contours?
- How does the jewelry "mold" their facial bone structure?

The influx of precious gold has further elevated the taste of the shopper public.

There may be a slight slackening of unit sales, but price per unit is on the rise as is gross profit margin ... IF you are more and more into the "good stuff."

Some of my best friends are T-shirt ladies and druggists, but if you want to "go for the gold," keep in step with today's increasingly educated shopper!

Al Kaye - The Phoenix of Saratoga Springs

This is really a nice, heartening story.

For 40 years, Al Kaye was a pharmacist in one of America's most famous and oldest spas, Saratoga Springs, NY. He always carried cosmetics and in more recent years, he added fashion jewelry. At a time when only department stores carried the brand, you could always find a fine selection of Trifari at Al's drugstore. As time went on, he added more choice jewelry lines and started to go to the shows.

Al Kaye was always in touch with what the public was looking for. When gold shot up over \$800 an ounce, he took in Shoshi and Laurel enamel jewelry, and in one period of three weeks, he sold \$6,000 of this item alone.

Then, two years ago, the drugstore burned down. For a few months, Kaye, as he tells it, "bummed around in storefronts trying to stay in business." Thirteen months ago, he opened KAYE'S at 454 Broadway in the "Downstreet Marketplace."

He now carries 79 lines of jewelry including Ed Levin, Laurel Birch, MAR of California, Phyllis Woods, etc. His styles range from the big, funky "statement" pieces to the small (size of the hole in your ear) type.

Says Al of his customers, "Here in Saratoga, we have the arts, the theatre, the ballet and, of course, horse racing. I thought that this would be a seasonal business, but people are coming here from all over the East and we have traffic straight through January. Kaye has been written up in *Travel & Leisure Magazine* as a local tourist attraction.

"Here we are in a position to dictate our trends. When the ballet company is in, I

It gives us great pleasure to share with you the inaugural issue of *Retail Institute Today*.

The retail business in the 1980s has been characterized by extreme change and brutal struggles for market share. As a result, retail executives are facing more and more critical marketing decisions, based on anticipating what customers will buy, and when, that have immediate repercussions in the marketplace.

This publication will offer readers a fresh look at the industry's demands. We have provided information in three different areas: marketing *insight* into one of the most innovative technologies being used today in database marketing; consumer *perspective* in the recently released Elrick and Lavidge private label research study; and *foresight* for the third and fourth quarter retail trends along with interviews from three top executives regarding the upcoming Christmas season. Included also is an economic overview of what forecasters are predicting for the duration of 1988.

Retail Institute Today is designed to take an objective approach to the questions and issues shaping our business. Regular features will spotlight the most innovative and successful minds within the retail industry.

With this publication, GE Capital Retailer Financial Services underscores its commitment to providing the highest quality of service and support for the retail industry. Our charter is simple: we believe knowledge properly applied makes a competitive difference.

We welcome your comments and suggestions, which will enable us to incorporate the fullest possible coverage into future editions of *Retail Institute Today*.

Foresight . . .

Retailers Expectations For Christmas 1988

It won't be long before retail organizations begin gearing up for Christmas. *Retail Institute Today* talked with several major retailers to learn what they perceive to be early industry trends. Specifically, we wanted to know what is expected to sell well, how the economy will affect consumer spending and how merchandising will be used to attract shoppers this season.

Following are excerpts from interviews with three such retailers representing major market segments.

Syms Clothing Corp.

**Ms. Marcy Syms—
President and
Chief Operating Officer**



"We expect that a three percent seasonal increase at Christmas time will be consistent with what's happening this year. That increase will most likely come from regular Syms customers who tend to buy more at Christmas and not really from first-timers or people who are looking for that 'special' gift.

"Overall, we don't expect any startling dip in the economy but we do expect shoppers to be a little bit more cautious about how they spend their money. Consequently, we will make it a management

priority to pick up the level of store service at Christmas time and make the store as clean and appealing as possible.

"While specific clothing items don't necessarily sell better at Christmas time, certainly packaged items are more important. We make an effort to have smaller, pre-packed goods like cologne/after shave combinations and small leather items. These are bought more on impulse. During the rest of the year we generally don't feature smaller items, except in leather goods, because they are easy to shoplift.

"The fourth quarter is our best quarter, as it is for all retailers, but it's not quite as heavily weighted as it is with regular-price stores that may not be as discount driven."

Syms Corp., based in Secaucus, N.J., operates a chain of 22 off-price apparel stores in the Northeastern and Middle Atlantic regions, Georgia, Florida and the Midwest area. Additionally, the company operates Sulka, a prestigious retailer of men's fine haberdashery with shops in New York, San Francisco, Chicago, London and Paris. The company also operates Syms Advertising which creates and places all advertising for Syms Corp.

Jordan Marsh

**Mr. James Sullivan—
Vice President,
Fashion Merchandising
Jordan Marsh New England**

"This Christmas we see four categories of items selling well. Novelty knits for men and women with giant printed patterns like snowflakes or abstract montages,

(continued on pg. 2)

Retailers . . . (continued from pg. 1)

and luxury knits of cashmere, alpaca and mohairs will do well.

A second category is women's outerwear. Leather appears to be very strong and, more than likely, will have great desirability as Christmas 'ask for' and 'give' gifts.

The third category becoming more and more asked for by customers is novelty items which, not too long ago were kind of goofy, but since have become much more sophisticated. I think because they have, there is a much higher customer demand as gifts for the boss or for Dad. These are executive toys and desk toys, like the putt-n-golf that fits into a briefcase and the expandable adjustable golf club that gets to be about six different clubs.

Finally, a major category for Christmas that we are intensifying is fine fragrances. We have been able to negotiate an exclusive deal to introduce Calvin Klein's new 'Eternity' fragrance. Being its headquarters should bring in a lot of customers.

We have always found that, even when we've been in a sluggish economy in the past, Christmas is emotional. People don't tend to 'scrimp' on Christmas. We also attract people who do not shop a traditional department store the year through, such as discount shoppers. That's basically because it's gift-giving and they want packaging that has that store's name on it.

This year's theme, 'Christmas in New England,' will be featured in a 140-page Christmas mailing book that includes virtually our entire product line from resort fashion to furs, jewelry to special gifts, children's toys to lingerie.

Overall, we are hoping for an even more successful Christmas than last year's which was the best one we've had in the company's history. We are certainly stocking our departments as such and look forward to a healthy season."

Jordan Marsh New England owns and operates 26 department stores in Maine, New Hampshire, Massachusetts,

Rhode Island, Connecticut and Upstate New York. The company became part of the Campeau Corporation when Allied Stores was acquired in 1986.

Hess's

Mr. Fred Bentelspacher— Senior Vice President, Marketing



"Overall, I think we're looking at a basic, value-buying type of Christmas. We feel customers, because of their perception of the economy, will spend dollars on no-frills merchandise. By 'no-frills,' I mean investment-type items like the sweater you can wear forever. We again believe it will be a traditionally good year for jewelry, whether it be gold, gem stones, pearls or diamonds. We have not seen a big resurgence of short skirts or dresses. I think that phase was overplayed by the market.

"I think that all the major retailers felt a little softness in sales in the first quarter. However, Presidential election years normally prove strong for third and fourth quarter sales. Even when the economy has been poor, we have found that

customers continue to spend money because they want to provide their families with a good Christmas. That philosophy, combined with the fact that people are realizing there is not going to be a recession, will fuel the economy for the end of the third quarter and all of the fourth quarter.

"This year, we'll be looking to strengthen our point of sale decorations, signage and so on, to make it easier for the customer to buy certain categories of merchandise. Our stuffed bear this year is more of a glitz and a glamour bear. We're not getting into the \$10 rat race, which will probably become a \$5 one this year.

"We also intend to increase the number of sales personnel inside the stores. We'll put more people on the selling floor to try to take care of every customer that walks through the door.

"We have a gold card program that we began last August for customers purchasing \$1,200 per year or more. We expect a great deal of success from this program, under which prestigious gold card holders receive an increased credit line, free gift wrap and a variety of other special benefits. In addition, the gold card customer is not charged a fee as they are with bankcards."

Hess's is a 71-store chain, based in Allentown, Pa., with locations throughout Pennsylvania, New York, Virginia, Maryland, West Virginia, Tennessee, Kentucky, Indiana and Georgia. The company is a wholly-owned subsidiary of Crown American Corporation, the nation's 12th largest developer, based in Johnstown, Pa.

Insight . . .

Database: The Next Generation

Marketers are using supermarket product scanning technology to create a new generation of databases offering greatly expanded information on customers and their buying habits.

Ukrop's, a 19-store, privately-held supermarket chain based in Richmond, Va., expanded its database and tracking abilities by merging barcode technology with its old

(continued on pg. 4)

Perspective . . .

Study Reveals Significant Benefits of Private Label Credit

Customers with a department store credit card spend roughly twice as much, and rate the store higher on all aspects of customer service, than customers who do not have the card, according to a new nationwide survey on consumer buying.

The survey, conducted by Elrick and Lavidge, Inc., of Atlanta, an Equifax Company, provides the first statistical information on the differences between department store (private label) credit cards and other forms of payment.

Along with department store shoppers, the survey included customers of specialty apparel and home improvement stores. Stronger buying patterns and higher satisfaction ratings, compared with all other means of purchase, were documented for private credit card holders in each of the three store categories.

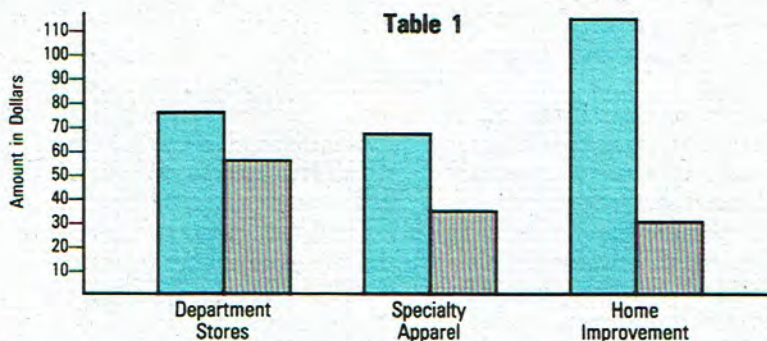
The survey canvassed 2,080 retail customers nationwide, and compared private label (store) cards with all other forms of purchase, including cash, checks, American Express, Visa, and MasterCard.

Among the survey's highlights are:

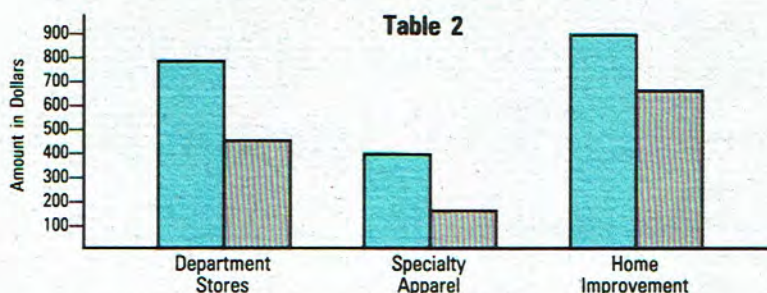
- Private credit card holders say they spend more per purchase than customers without a store card; specifically, they spend an estimated \$21.90 more per purchase at department stores, \$31.90 more at specialty apparel stores, and \$89.30 more at home improvement stores (see table 1);

- Average annual purchases for private label customers are higher, too, than for customers without a store card—an estimated \$351 higher at department stores, \$160 higher at specialty apparel stores, and \$266 higher at home improvement stores (see table 2);

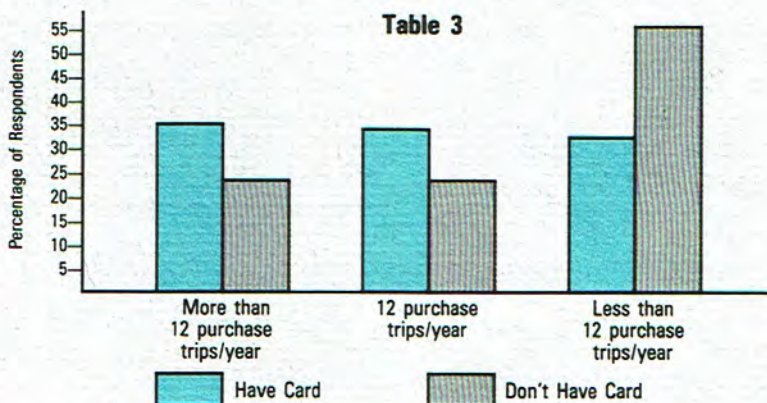
- Customers with private label cards perceive the store more favorably than customers without the card. A total 56 percent of private card holders say the store is "better" than similar stores, compared with 38 percent of customers without the store card;



Q: Totally, how much did you spend at this store today?



Q: About how much do you think you spend here per year?



Q: About how often do you purchase items at this store?

- The frequency of purchase trips is significantly higher for store card holders. A total 35 percent of private label customers say they purchase items more than once a month, compared with 23 percent of customers without private label credit (see table 3);

The survey also tracked service

quality based on five criteria: Overall service; good value for the money; good sales help; nice place to shop; and convenience of purchase. On all five points, customers with private label cards in each store category scored substantially higher than customers without the cards.

Elrick and Lavidge, commissioned by GE Capital Retailer Financial Services, conducted the nationwide survey during December 1987 and January 1988.

Database . . . (continued from pg. 2)

check-cashing card program. As a result, under the Valued Customer Card program, 140,000 participating customers can enjoy savings from extensive coupon use without expending the time and effort normally required.

According to Marketing Manager Carol Beth Spivey, those customers receive a monthly statement by mail informing them of the month's "electronic" coupon specials. At the check-out counter, customers provide the cashier with their card, which has its own unique universal

product code identifier on the back. Once the card is read by the scanning machine, purchased discounted items are automatically deducted from the cash register total.

Reaction from customers and packaged goods manufacturers has been favorable. And sales have increased about 10 to 15 percent since the program began, Spivey says, despite increased competition from larger supermarket chains which advertise heavily in area newspapers.

Marketing programs accessing this new technology are creating new opportunities with other retailers, too. The same card-

scanning device at point-of-sale has potential for application in a wide range of merchandising, experts say.

Indeed, the retail and mail kiosks being tested today, as well as the shop-at-home channels, may only be forerunners of sources of information that are rapidly emerging in the everyday lifestyles of the American consumer.

Some manufacturers, like Panasonic, have new videocassette recorder models on the market which have a barcode reader actually attached to them. This reader enables consumers to program their VCR for the entire week by simply sliding it over the appropriate barcode listings provided by local cable companies' monthly program guide.

The same device may be applied in the near future to the shop-at-home concept, with the scanning technology attached to telephone or two-way cable systems that can be used with barcode catalogs.

Experts say these systems will revolutionize the amount and quality of information about buying power and buying habits of individuals, and that bringing these more advanced resources into focus is a major upcoming challenge for direct marketers.

This story is based on an article written by Roy Schwedelson, CEO of WMI/Worldata, a direct mail list brokerage and list management firm located in Jericho, NY, (516) 931-2442.

Portions of the story have been excerpted with permission from Direct Marketing magazine, 224 Seventh Street, Garden City, NY 11530, (516) 746-6700—March issue.

Foresight . . .

Analysts Say Retail Economy Safe for 1988

Economic forecasters are predicting that consumer buying will increase during the late summer.

One Fortune 500 firm believes consumers will respond favorably to auto makers and manufacturers' incentive programs to move end-of-model inventories. The Federal Reserve says general merchandise and department stores will fare better than specialty stores, as some retailers are pursuing aggressive markdowns to keep supplies under control.

Not all areas of retailing may share in the upswing later this year. Appliance and furniture sales, for example, could be hurt because analysts say housing sales are expected to drop 3.5 percent from 1987 levels. If consumers are not buying homes, the analysts say, they won't need furnishings either.

Overall, the outlook for retailing is promising. Analysts forecast business activity and overall economic growth are safe for the remainder of the year.

"A significant slowing of the economy, or recession, is unlikely until the second or third quarter of 1989," says Joseph Liro, vice president and money market economist for S. G. Warburg Securities Inc., in New York.

"The stock [market] collapse acted to blow off pressure in the economy, thereby suspending the eventual recession by six to nine months," he says.

When the Federal Reserve accelerated the money supply in January and February of this year, it provided capital for an economic expansion in the fall. It usually takes six to eight months for changes in the money supply to trickle through the economy and alter the level of the gross national product (GNP), according to Marc Chandler, a currency-futures analyst with Dean Witter Reynolds in Chicago.

At some point, analysts say, higher interest rates will choke off growth in the economy, but that won't be for a while. They also predict a rise in the prime lending rate to 10.5 percent by year end, with the 52-week Treasury bill and 30-year Treasury bond moving higher by about a quarter of a point each quarter in the remaining year.

Analyst Liro of Warburg Securities says that if U.S. manufacturers' order books stay robust, and if manufacturers continue to find markets for their products, they will be able to tolerate interest rates of over 10 percent.

Retail Institute Today

President: S. Matthew Tanzy
Editor: Josette J. Ghizzoni

Retail Institute Today is published by GE Capital Retailer Financial Services. Retailer Financial Services is the world's leading supplier of private label credit, with headquarters at 260 Long Ridge Road, Stamford, CT 06902, telephone (203) 357-4000.

Lincoln Center/stagebill

Lincoln Center for the Performing Arts/June 1988

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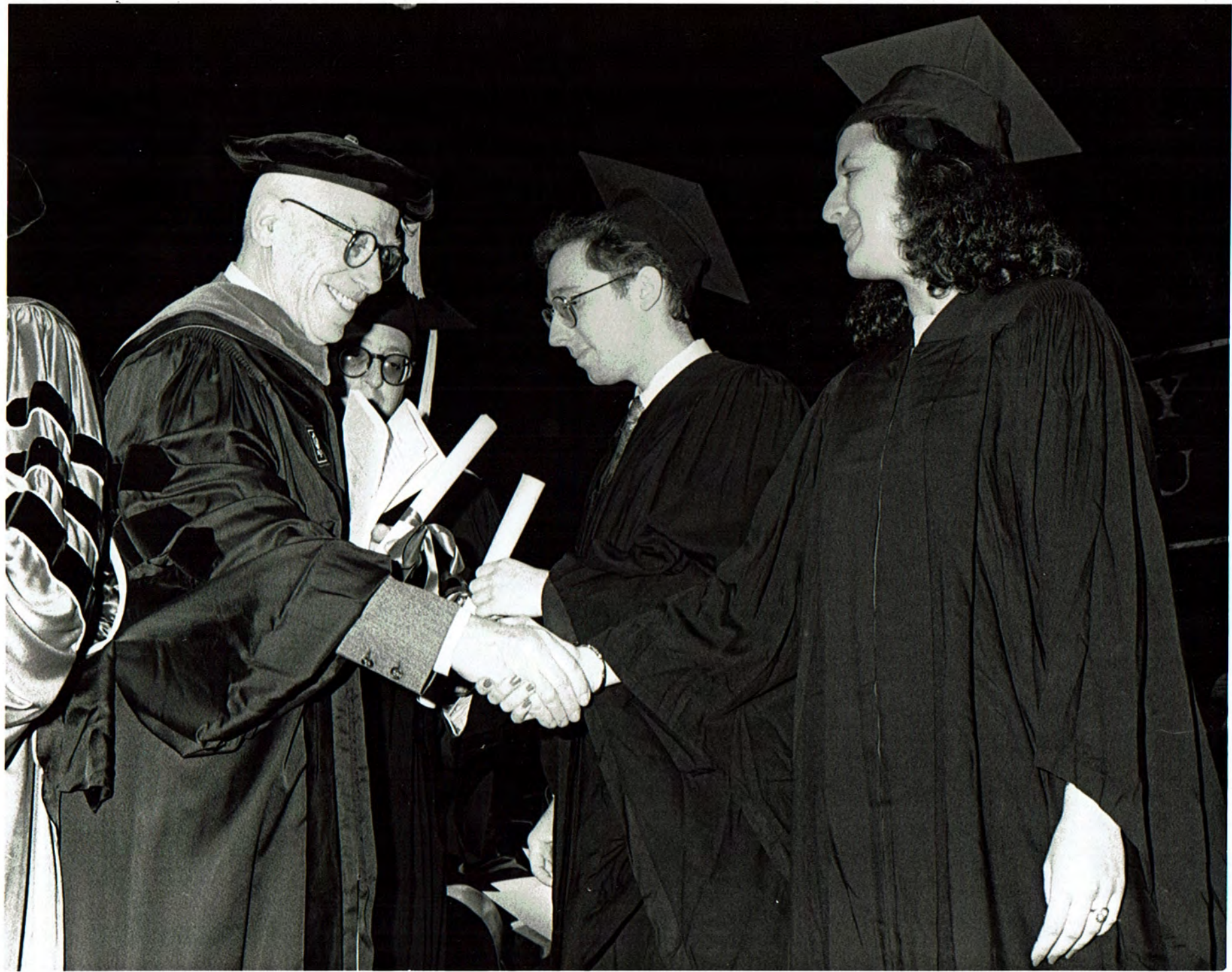
JUN 16 REC'D

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Public broadcasting as we know it today could not survive without underwriters—the corporations, foundations and individuals who augment member contributions by paying the freight for specific programs, series or daily operations.

Channel 26 and FM91 are proud to acknowledge continuing support at the \$20,000 or higher level from the following local underwriters:

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Sy Syms

Business School

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June 2, 1988 51 students

12 who completed full study B.A.'s

39 course study

13-2986-7



Sy Syms

SY'S CITATION: SY SYMS, board chairman and CEO of Syms, Inc., received the Israel 40th anniversary Gold Medal at a dinner Sunday night in the Waldorf-Astoria's Grand Ballroom, and Israel struck gold as well. Held by the State of Israel Bonds, the dinner honored 16 people (including Syms) and attracted some 1,000 people from three continents, who pledged a record-breaking \$77 million worth of bonds. WALTER ANNENBERG, former ambassador to Great Britain, and JACK D. WEILER, New York realtor, presented the awards.

—M. P.



MAY 10 1988

STATE OF ISRAEL BONDS

takes great pleasure in inviting you to the

INTERNATIONAL ISRAEL 40TH ANNIVERSARY DINNER

in honor of North American and World Jewry's
Distinguished Communal and Business Leaders

SUNDAY EVENING, JUNE 5, 1988

THE WALDORF-ASTORIA

Grand Ballroom

Park Avenue and Fiftieth Street, New York

Reception at Five Thirty

Couvert: \$100 Per Person

Black Tie

Dinner at Six Thirty

R.S.V.P.

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New York

*Chairman of the Board and CEO
of Syms, Inc.*

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BOND NEWS



Syms, Greenberg tributes produce \$6 million

National Israel Bond Chairman Sy Syms and Alan C. Greenberg, two of New York's outstanding communal and business leaders, were honored at a series of Manhattan receptions held in advance of the International Dinner celebrating Israel's 40th Anniversary this Sunday evening, June 5, at 5:30 p.m. They will be among 16 world Jewish leaders who will be presented the Israel 40th Anniversary Gold Medal at the gala dinner in the Grand Ballroom of the Waldorf-Astoria Hotel under the auspices of the Israel Bond Organization. The tribute events sparked Bond subscriptions of over \$6 million to help sustain Israel's continuing economic progress.



Alan C. Greenberg (2nd from left), chairman and chief executive of The Bear-Stearns Companies, Inc., the noted Wall Street brokerage firm, with his wife Kathy (left); his mother Esther Greenberg and Jim Cayne, senior managing director of Bear-Stearns, at the tribute reception in his honor. The event was held in advance of the International Dinner this Sunday.



Guest of honor Sy Syms (right), National Chairman of Israel Bonds, at men's wear industry reception with Leon Atkind (left), chairman of NBO Stores, Inc., reception chairman, and Brig. Gen. (Res) Yehudah Halevy, Israel Bond President and CEO.



Marcy Syms (left), president of Syms Incorporated, at women's wear event she hosted in her father's honor, with guest speaker Leora Halevy (center), National Honorary Chair of Israel Affairs, Women's Division, and financial consultant E. Billie Ivry.



At one of the three advance receptions in his honor, Mr. Syms (2nd from right) and his wife Lynn (left) are shown with guest speaker Dr. Josef Burg, member of Israel's Knesset and former Minister of Religious Affairs, and his wife Rifka. Mr. Syms is chairman of the board and CEO of Syms Incorporated, the national retail clothing chain.

Bernard Tureen receives community service award from Israel Bonds

By CAROLYN SPECTOR
Assistant Editor

"Buying State of Israel Bonds is more than just a financial investment — it's a 35-year history of Jews throughout the world linked with Israel," said Sy Syms, who spoke at a recent dessert reception honoring Bernard H. Tureen.

Tureen received the Community Statesman 40th Anniversary Award from the International Israel Bond Organization for his years of community leadership and service to the St. Louis Committee for State of Israel Bonds.

Syms, national chairman of the Israel Bond Organization

and chairman of the board and chief executive officer of Syms, Inc., a national retail clothing chain, presented the award to Tureen at the home of Marc and Nancy Boguslaw.

In honoring Tureen, Syms noted that "this award is long overdue." Tureen has served as an officer and board member of the St. Louis Committee for State of Israel Bonds and has chaired the President's Club and Prime Minister's Club honor societies. In addition, he has served on several commissions to develop better care for the nursing home and housing industries.

"I accepted the post of national chairman of the State of Israel

Bonds basically for myself as an American Jew. I've known for years that the stronger Israel is, the better my life will be as a Jew living in America and for Jews all over the world," said Syms, who has been a leader in the Israel Bond campaign for more than a decade.

"We remember what it was to be a Jew before there was an official State of Israel. I grew up in a very Jewish area — Brooklyn, N.Y. And in that very Jewish atmosphere, I didn't want to be a Jew. I didn't want to change my name to get a job. I wanted to be only an American. But today being a Jew isn't the big heartache before Israel. In my opinion, the one main factor was the establishment of the State of Israel. I, as a Jew, can walk tall in whatever city I am in. Whatever I do for the State of Israel, I am doing for me as an American Jew," Syms continued.

Syms pointed out that pur-

chasing State of Israel Bonds is not a charitable contribution, but a solid investment. "State of Israel Bonds have changed drastically from 25 years ago. It is a very powerful investment for you to lend your money and get a good return. You are dealing with a good economic base in Israel. They have cut their inflation drastically."

Since its founding in 1951, the Israel Bond Organization has been committed to strengthening the economic development of Israel. Bond proceeds are used 100 percent for the building of ports, railroads, electrical plants, highways and cities. A record \$604 million were channeled toward Israel's economic development by State of Israel Bonds.

Two new State of Israel Variable Rate Bonds have been introduced with attractive features. With a minimum subscription of \$25,000, the Variable



Bernard H. Tureen (right) receives the Community Statesman 40th Anniversary Award of the International Israel Bond Organization from Sy Syms, national chairman of the State of Israel Bonds.
(Harry Kaufman Photo)

Rate Issue Bond (VRI) has a minimum subscription of \$5,000. current interest rate of 8½ percent. The Individual Variable Rate Issue (IVRI) has an interest rate of 6½ percent with a For more information on purchasing State of Israel Bonds, call the Bonds office, 432-1172.

WNCN 104.3
FM

KEYNOTE

A Magazine for the Musical Arts

May 1988

\$2.50

9PM

5/5

THE SYMS CLOTHING CORP.

**WNCN BROADCAST OF
CARNEGIE HALL TONIGHT**

John Rubinstein, host.

Brahms: Sextet for Strings in B-Flat,
Op. 18

Isaac Stern, violin

Cho-Liang Lin, violin

Jaime Laredo, viola

Michael Tree, viola

Yo-Yo Ma, cello

Matt Haimovitz, cello

9PM

5/12

THE SYMS CLOTHING CORP.

**WNCN BROADCAST OF
CARNEGIE HALL TONIGHT**

John Rubinstein, host.

Brahms: Quintet for Clarinet and
Strings in B Min.

Richard Stoltzman, clarinet

Ida Kavafian, violin

Theodore Arm, violin

Steven Tenenbom, viola

Fred Sherry, cello

9PM

5/19

THE SYMS CLOTHING CORP.

**WNCN BROADCAST OF
CARNEGIE HALL TONIGHT**

John Rubinstein, host.

Brahms: Piano Quartet in G Min., Op. 25

Michael Tree, viola

Kalichstein-Laredo-Robinson Trio

9PM

5/26

THE SYMS CLOTHING CORP.

**WNCN BROADCAST OF
CARNEGIE HALL TONIGHT**

Brahms: Symphony No. 1 in C Min.,
Op. 68

San Francisco Symphony Orchestra

Herbert Blomstedt, conductor

An Educated Consumer

Stains on clothing are a problem, but with these care hints you can help the dry cleaner do a better job.

Sugar Oxidation Stains

Often when a beverage is spilled, the moisture is blotted up and there is no visible stain. But with the passage of time or exposure to heat a yellow or brownish stain appears, caused by the oxidation of sugar found in food or beverages. It's the same process that turns an apple core brown when exposed to air. Sugars must be removed at the spotting board first and then with cleaning solvents.

How Can You Help?

- Never put a garment away with spills or stains on it. Exposure to light or warmth of a closet can set a stain.
- Don't try home spot removal with either water or cleaning fluid without testing for colorfastness. Wet an unexposed area and blot dry to make sure color is fast.
- Never rub a stain, especially on silk. Blot the stain to avoid spreading it and damaging the fabric.
- Inform your drycleaner of any stains and procedures you have used even if invisible.
- Never apply heat. All stains should be completely removed before garments are pressed.

Where To Find Out More

This and other information is in a booklet "Trouble Spots" from the International Fabricare Institute of Silver Spring Md. They can't do individual mailings, but if you stop in at one of our stores we'll be delighted to give you a copy free of charge.

SYMS

An Educated Consumer is Our Best Customer

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Westchester (914) 592-2447
Long Island (516) 621-3030
Manhattan (212) 791-1194

NEW JERSEY

Woodbridge (201) 826-4400
Paramus (201) 791-7422
Secaucus (201) 902-0300
Cherry Hill (609) 424-0884



YESHIVA UNIVERSITY

Developments

Marcy Syms Addresses Stern Alumnae



Marcy Syms, president and chief operating officer of Syms Corp. and a member of the Board of Directors of Yeshiva University's Stern College for Women, was guest speaker at a reception of Stern College alumnae. Seated (L-R): Sandra Quinn, chairman of the Stern Board; Ms. Syms; and Ivan L. Tillem and David Yagoda, treasurer and vice chairman, respectively, of the Stern Board. Standing (L-R): Board members Dr. Marcia Wilf and Susan Mitchell Ascher; Dr. Karen Bacon, Stern College dean; and Dr. Egon Brenner, YU executive vice president.

Scenic Design for In-Store Try-Ons

4-9-88

By DEBORAH BLUMENTHAL

People trying on spring and summer clothes may be seeing themselves in a new light. Many retailers have been refitting their dressing rooms in recognition of what shoppers intuitively know: dressing rooms can be a major factor in sales.

While there appear to be no studies of how dressing rooms help sell merchandise, and while retailers will not divulge their decorating budgets, store planners, lighting experts and store workers said in recent interviews that stores are paying increasing attention to dressing rooms.

"The stores have absolutely made a major change and decided that the customer should get more comfort," said Howard Pasternack, a senior designer at Walker Group/C.N.I., store designers in New York. "In most of the upgraded stores that I work in we've been putting in more fine furniture, more expensive wall coverings and special lighting so customers feel they're in a friendly environment instead of a sterile, white-painted box."

Trying on Critical to Sales

"Trying on clothes is critical to selling merchandise," said Linda Lee, a vice president at Macy's and the director of Macy's by Appointment, a fashion and gift consulting service. "We try to make it pleasant enough so trying on isn't something someone will want to avoid."

In the latest refurbishings, lighting is being given special attention. Dressing rooms have typically been lighted with overhead fluorescent lights. Joseph Weishar, the president of New Vision Studios, a New York concern specializing in merchandise presentation, said, "The overhead fluorescent fixture right above the mirror changes your skin color and changes the merchandise color, and throws shadows on your eyes and makes you look exactly the way you don't want to look."

"What I've done," he said, "is put



The New York Times/Sara Krulwich

A model in a dressing room at Martha on Park Avenue in New York.

either frosted lamps or sconces at the sides of the mirrors so the lighting comes on a plane with your face and washes out the shadows. Then I use back lighting so the head has a halo. Making someone feel better when they look at themselves in the mirror is a key point, more important than just showing off a garment."

The designer Norma Kamali has taken dressing-room lighting a step further. In those designed to her specifications on the third floor of Bloomingdale's, a warm pink light that flatters the face and helps banish wrinkles bathes women who try on her bathing suits and sportswear.

"It's almost a courtesy," the designer explained. "Your skin color may not be what you'd like it to be, and I wanted to provide the most

beautiful light possible. I'm also a customer, and if I'm not comfortable in a dressing room, I want to get out."

Customers, however, are divided on the benefits of seeing themselves through rose-colored lighting, according to a saleswoman at Bloomingdale's, Sandy Cauthen. She said some shoppers like the lighting, "but we've also had a lot of complaints from women who say they can't see the colors of the clothes."

Monica Nishi, a 21-year-old student at the Parsons School of Design who was trying on a chartreuse bathing suit the other day, was pleased with her image, if a bit skeptical.

"I look great, but I don't know if it's the mirror," she said. Her confusion points up the pitfalls of such flattery.

At discount stores like Loehmann's and Syms, where designer clothes are sold at deep discounts, customers share large dressing rooms and overhead lighting is harsh.

Soft Lights and Kimonos

But on the second floor of Henri Bendel, where outfits often cost more than \$1,000, each of the dressing rooms includes two three-way mirrors, upholstered chairs, a desk, high heeled shoes for customers who came in wearing low heels and kimonos. Incandescent lighting fixtures have gauze shades to soften the light.

At Martha, at Park Avenue and 57th Street, dress prices start at about \$800. The dressing rooms are the size of small bedrooms, about 7 by 10 feet, furnished with sofas, chairs and tables. Customers can order cocktails or lunch at no charge.

Dressing rooms are being enlarged and improved in the renovation under way in Marshall Field's State Street store in Chicago, as well as in some of the company's other stores across the nation, said Gary Witkin, the executive vice president. Some dressing rooms will have closets so personal shoppers can store garments they have selected for clients, and the store is considering installing buzzers to signal sales people.

While there appear to be no studies of how dressing rooms help sell merchandise, and while retailers will not divulge their decorating budgets, store planners, lighting experts and store workers said in recent interviews that stores are paying increasing attention to dressing rooms.

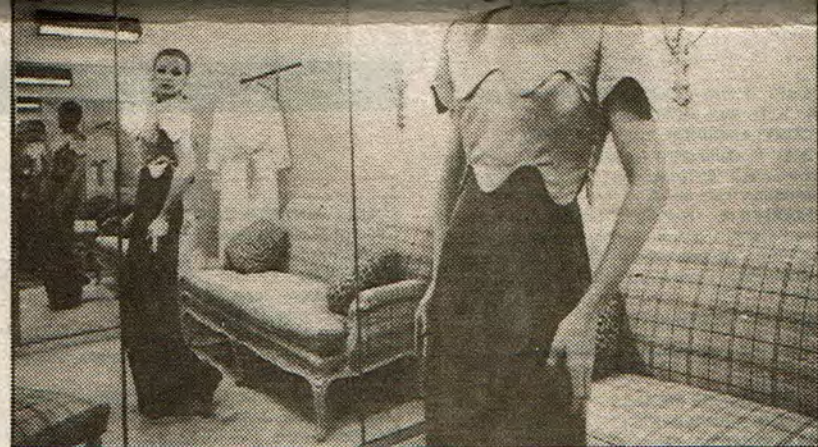
"The stores have absolutely made a major change and decided that the customer should get more comfort," said Howard Pasternack, a senior designer at Walker Group/C.N.I., store designers in New York. "In most of the upgraded stores that I work in we've been putting in more fine furniture, more expensive wall coverings and special lighting so customers feel they're in a friendly environment instead of a sterile, white-painted box."

Trying on Critical to Sales

"Trying on clothes is critical to selling merchandise," said Linda Lee, a vice president at Macy's and the director of Macy's by Appointment, a fashion and gift consulting service. "We try to make it pleasant enough so trying on isn't something someone will want to avoid."

In the latest refurbishings, lighting is being given special attention. Dressing rooms have typically been lighted with overhead fluorescent lights. Joseph Weishar, the president of New Vision Studios, a New York concern specializing in merchandise presentation, said, "The overhead fluorescent fixture right above the mirror changes your skin color and changes the merchandise color, and throws shadows on your eyes and makes you look exactly the way you don't want to look."

"What I've done," he said, "is put



The New York Times/Sara Krulwich

A model in a dressing room at Martha on Park Avenue in New York.

either frosted lamps or sconces at the sides of the mirrors so the lighting comes on a plane with your face and washes out the shadows. Then I use back lighting so the head has a halo. Making someone feel better when they look at themselves in the mirror is a key point, more important than just showing off a garment."

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As for men, "They really study themselves and they're much more fussy than women," said Patricia Grodd, the merchandise coordinator for Paul Stuart on Madison Avenue. "They like to watch themselves be fitted and fussed over. It's like a massage." Soon, she said, Paul Stuart will remodel its dressing room, too.

Award Executive
Women N.J.
1988
April 9





MIAMI
SYMS FIRST ANNIVERSARY
March 26, 1988





WASHINGTONIAN

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TALES OF POWER,
BY HEDRICK SMITH



An Educated Consumer

Educated consumers know both how to buy well and get the most value from their wardrobe. Your clothing will look better and last longer if you treat it with care.

The Government Can Help

The Federal Trade Commission helps by requiring manufacturers to sew care labels in most garments. They also publish a booklet of commonly used terms and what they mean. Here are a few examples:

Washing

Care labels tell you what temperatures to use unless all temperatures are safe. Temperature ranges are:

HOT: up to 150°F.

COLD: 85°F or cold tap water.

WARM: 90° to 110°F or hand comfortable.

Bleach is safe to use unless the label warns against it. Be sure to follow the instructions on the bleach container.

If a care label has no ironing instructions then ironing is not needed. Ironing instructions are required when ironing is necessary.

If the label says "No Spin" or "Do Not Spin," remove material at start of final spin cycle.

When the label says "Wash Inside Out," turn products inside out to protect the face of the fabric.

Where To Find Out More

This and other information is in a booklet "What's New About Care Labels" published by the FTC. If you write to them in Washington, D.C. 20580 they will be happy to send you a copy. If you prefer, stop in at one of our stores where we have copies we will be delighted to give you at no charge.

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20TH ANNIVERSARY

SPECIAL ISSUE. I

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OUR TIMES

ON THE 'ME' DECADE TO THE GREED DECADE

ANNIVERSARY

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Int

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SYMS

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Manhattan (212) 791-1194

NEW JERSEY

Woodbridge (201) 826-4400
Paramus (201) 791-7422
Secaucus (201) 902-0300
Cherry Hill (609) 424-0884

den @ of

From Marla Buck, the wide brimmed straw hat with lace veil and extravagant train covered in silk flowers. Right: From Tom and Linda Platt, the little black bustier dress as perfectly formed as a petal. In lightweight wool, with silk roses and tulle. Whittall & Shon's flowerpot hat of glass green Italian straw trimmed with branches and a fountain of field flowers in blue, fuchsia and lavender. See these and other special limited edition designer creations in *Floral Fantasies* in *The Little Shops on Three*. All available by special order only. Call Linda Lee, at Macy's By Appointment, for details: (212) 560-4181. Use your Macy's charge.

Marcy Syms Addresses Stern Alumnae



Marcy Syms, president and chief operating officer of Syms Corp. and a member of the Board of Directors of Yeshiva University's Stern College for Women, was guest speaker at a reception of Stern College alumnae. Seated (L-R): Sandra Quinn, chairman of the Stern Board; Ms. Syms; and Ivan L. Tillem and David Yagoda, treasurer and vice chairman, respectively, of the Stern Board. Standing (L-R): Board members Dr. Marcia Wilf and Susan Mitchell Ascher; Dr. Karen Bacon, Stern College dean; and Dr. Egon Brenner, YU executive vice president.

Wednesday, March 30, 1988

DAILY NEWS

THE EMPEROR'S OUTFIT

One of the few yuks coming out of the Chambers trial also concerns Litman. He and prosecutor **Linda Fairstein** were in the chambers of **Justice Howard Bell** as Bell removed his judicial robes to reveal a rather loud plaid jacket.

"Your honor, that looks just great on you," Litman told the judge. "You know, I have one just like that at home."

Replied Bell: "You mean you shop at Syms, too."

COURIER-POST, Sunday, March 27, 1988

**BEST PLACE TO BUY DIS-
COUNT DESIGNER CLOTHES**

1. Sym's
2. T.J. Maxx
3. Filene's Basement

*Ready! Get set! Charge! You
must be in Cherry Hill, the shop-
ping capital of the world and
home of the top three choices
here.*

scrapbook

MORE RETAIL BRIEFS (Continued from page 17)

Syms, the off-price family apparel chain whose stores average 62,500 square feet, is considering expanding into new markets, says Rothschild Inc., which co-managed the retailer's initial stock offering. "Additional geographic markets targeted for new stores include Baltimore, Connecticut, Dallas, Minneapolis/St. Paul and central New Jersey," a recent Rothschild report says, adding that "to date, nothing has been finalized" on the chain's expansion plans. Syms, which at the beginning of the year had 22 stores open, has freestanding units in Florida, Georgia, Illinois, Maryland, Massachusetts, Michigan, Missouri,

New Jersey, New York, Ohio, Pennsylvania and Virginia.

For more information contact:
Marsha Caron, Director of Real Estate, Syms Way, Secaucus, NJ 07094.
The chain accepts written proposals only.



SYMS

An Educated Consumer is Our Best Customer

MAR 07 REC'D

pcostbrook
March 3 1988

Marcy,

We thought you might appreciate these pictures.

Li Li is an educator recently married. She has an approved transfer to our Buffalo store.

We feel it is exciting for the Company when an educator shares our enthusiasm.

Carol Sykes
195 Ft. Laud

THE NEW YORK TIMES, SUNDAY, MARCH 6, 1988

KRISTAL—Alexander. The Partners and Staff of Mann Judd Landau express with sorrow the passing of a dedicated Partner, who contributed toward the excellence of the firm and enhanced the lives of all who knew him. We extend our sincere sympathy to his wife, Diana, and to his children.

KRISTAL—Alexander. The Officers and Directors of Syms Corp. and the Syms family mourn the passing of a true gentleman. His creativity, compassion and intelligence have helped us to be the best we could be. We extend our condolences to his wife Diana and family.

KRISTAL—Alexander. On March 3, 1988. Loving husband of Diana. Father of Alene and Laura. Grandfather of Peter and Samuel. Brother of Marcia and father-in-law of Victor. We love you and will miss you and your caring devotion. Services at "The Riverside", 76 Street and Amsterdam Avenue, Sunday, March 6th, 12 Noon.

KRISTAL—Alex, CPA. The Check Cashers Association of New York Inc. regrets to announce the demise of our Auditor and Consultant for 25 years. He was a senior partner in Mann Judd Landau CPA's. Funeral services Sunday, March 6th at 12 Noon, Riverside Memorial Chapel, 76 St and Amsterdam Ave.

Distinguishing the Discounters

By Sheryl A. Barnett

MARSHALL'S. ANNIE SEZ. Daffy's. The New Store. Mandee's. Labels For Less. 22 Steps.

Around every corner, in every mall, the evidence is clear. The discounting business is booming.

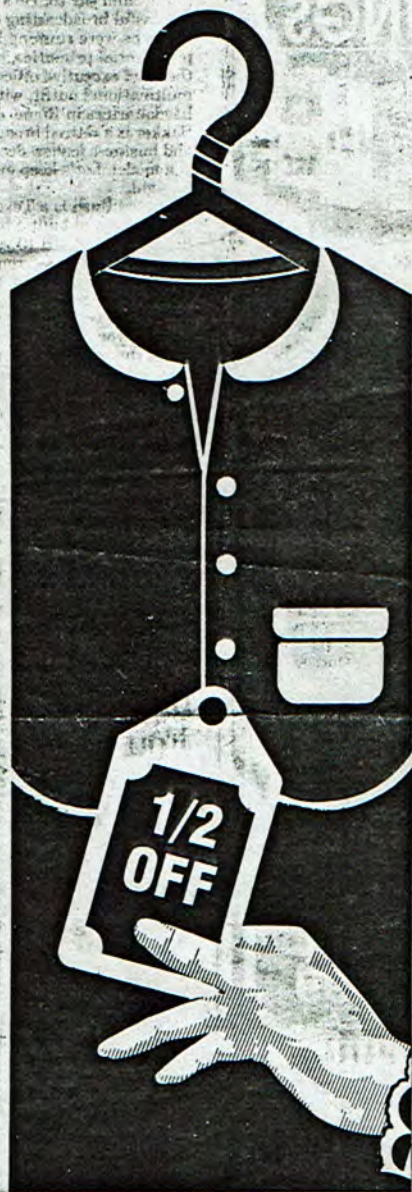
Remember the days when savvy shoppers slouched off to the Lower East Side or Loehmann's to go bargain hunting in secret? They're long gone, for these days it's a rare fashion freak who doesn't have her own favorite among the hundreds of discount stores that have sprung up in the last few years. In the '80s, the battle cry of the knowledgeable shopper is not "I can get it for you wholesale," but rather that she can get it for much, much less.

In 1983, George P. Kelly, chairman of Marshall Field in Chicago, predicted that within 10 years more than 10 percent of women's apparel would be sold by discount and off-price retailers. In 1984, according to a 1986 study by researchers at the University of Maryland, discount and off-price apparel sales accounted for 6 percent, or \$6 billion of the \$100 billion in clothing and accessories sold in the United States. And, the study by Gail Hutchinson Kirby and Rachel Dardis predicted, discount and off-price sales would grow an average 15 percent yearly until, in 1990, their sales would account for more than \$20 billion in apparel purchases. In contrast, they wrote, department store apparel sales would grow by only 2.3 percent a year. Today, the proliferation of discount and off-price retailers shows that those projections were not too far off, although last year officials of the National Retail Merchants Association said that growth in the discount/off-price market had peaked at about 15 percent.

But as discounting has become more popular, it has become more structured. Unlike the old days, when buying at discount had an unsavory aura of often-outdated clothing, discounters are as systematic as department stores in procuring their wares — procuring them from the same places that buyers from Saks and Bloomingdale's do. In fact, even though they don't admit it publicly, some buying offices are reported to be studying setting up off-price divisions. Meanwhile, many discount and off-price retailers keep as many as 20 stores' buyers scouring Seventh Avenue weekly for the latest finds. The only trick, they say, is knowing when to take your best shot, since timing — knowing when a designer is vulnerable enough to make the best deal and sell off inventory — is as important as spotting the next hot trend.

The mushrooming business in discounting has made it next to impossible for shoppers to tell the players without a program. Exactly what does "discount" mean? Or "off-price." And where do those lovely bargains come from? Here's a quick run-through of the terms and what they mean for the bargain-conscious:

• **DISCOUNT:** In the beginning there was Loehmann's and every smart shopper hot-footed it to the Bronx to find that perfect bargain. Though Loehmann's is still the grand dame of discounters, with 81 branches nationwide (including one in the Bronx, one in Brooklyn, one in Queens and five on



Newsday / Mark Wauben

Long Island) Labels For Less and The New Store in Manhattan are also paid-up members of the group. Discount and off-price may be terms that the public often uses interchangeably, but there are some differences said Hy Leder, vice president of Loehmann's. Department and specialty stores buy during the major market weeks, when designers show off their new collections for buyers and the press. At that time designers are taking a huge risk, basing fabric purchases and production figures on estimates of how many garments they will be able to sell. Once the department and specialty stores have placed their orders, enter the discounters. Since discounters lessen the designer's risk of having unsold merchandise on his or her hands, they generally get to buy at prices that are slightly lower than wholesale, a saving they pass on to consumers. Savings at these stores generally range from 25 to 50 percent below retail.

• **OFF-PRICE:** Off-price stores such as Daffy's and The Fowd Trading Company in Manhattan and Syms, Marshall's, Hit or Miss (with sales in excess of \$1.1 billion in 1986) or the Burlington Coat Factory on Long Island, do it differently, said Marcia Wilson, vice president of operations at Daffy's, the new chain that has just opened its first New York store on lower Fifth Avenue. Such stores come to the designer in season — that is they buy fall clothes in July and August and put them on sale in September and October, thereby taking advantage of production overruns, department store returns or other glitches that occur after department stores and discounters have done their buying. Because they are the buyers of last resort for many designers, off-price retailers are able to buy merchandise at far less than wholesale, enabling shoppers to buy their spring 1988 clothing, for example, long after that merchandise has disappeared from the racks elsewhere, and at substantial savings.

• **OUTLET:** There have always been manufacturers and designers who preferred marketing their own overruns and returns to selling them to discounters or off-price stores. But within the last three years factory outlets like Calvin Klein's in Secaucus, N.J.; Ralph Lauren and Cole-Haas Shoes in Freeport, Maine; or Faurebrook Garment Co. Inc., which often sells its designer coats at wholesale from its headquarters in Manhattan, have become big news for bargain hunters. At such stores consumers can expect to save about 50 percent of retail costs.

Occasionally, department stores use this tactic, too. Part of the reason that the bargains are so huge and the labels so enticing at Filene's, the legendary chain started in the proverbial Boston store basement that is probably the original off-price outlet, is that its owner, Federated Department Stores, often uses the chain as the seller of last resort for merchandise from its regular retail operations — including Filene's department store in Boston, Bullock's and I. Magnin in California and Bloomingdale's in New York. Though the patient shopper can make true finds at Filene's outlets, the merchandise usually includes a fair proportion of end-of-season markdowns and slightly damaged goods. Even so, the savings — often as much as 50 percent — make regular forays among the wares well worth the trouble. ■

The Week's Picks

EVEN BARGAIN HUNTING is easier when you have cue cards, so, to help you cut unfruitful shopping to the minimum, yesterday we scouted some bargain palaces. One note of caution: This is a transitional time, when the leftover winter merchandise mingles with early spring arrivals, so browse thoroughly. Also, if the label has been excised — often such practices indicate top-level designer goods — and you're in doubt about whether the price is worth it, don't buy. Now to bargains.

Syms, 250 S. Service Rd., Roslyn. Charles Jourdan's burgundy 4-inch pumps were \$55, down from about \$140 retail; Emporio Armani pumps in basic colors were \$35, from about \$100;

Bill Blass' beige tweed wool coat was \$109, from about \$325; Emporio Armani's black wool flared coat was \$175, from about \$450. For men, the best buy was Calvin Klein cotton-polyester dress shirts at \$14.99 to \$19.99.

Jeffrey's 529 Jericho Tpke., Syosset. Carole Little for St. Tropez West rayon miniskirts with matching sweatshirt-styled tops, \$34.99, down from about \$67; Perry Ellis America silk skirts in mint and white polka dots, \$59.99 from suggested \$78 retail; matching solid mint oversized shirts, \$54.99 from about \$75 retail; and Silk T-shirts in all basic colors, \$22.99, down from \$34.

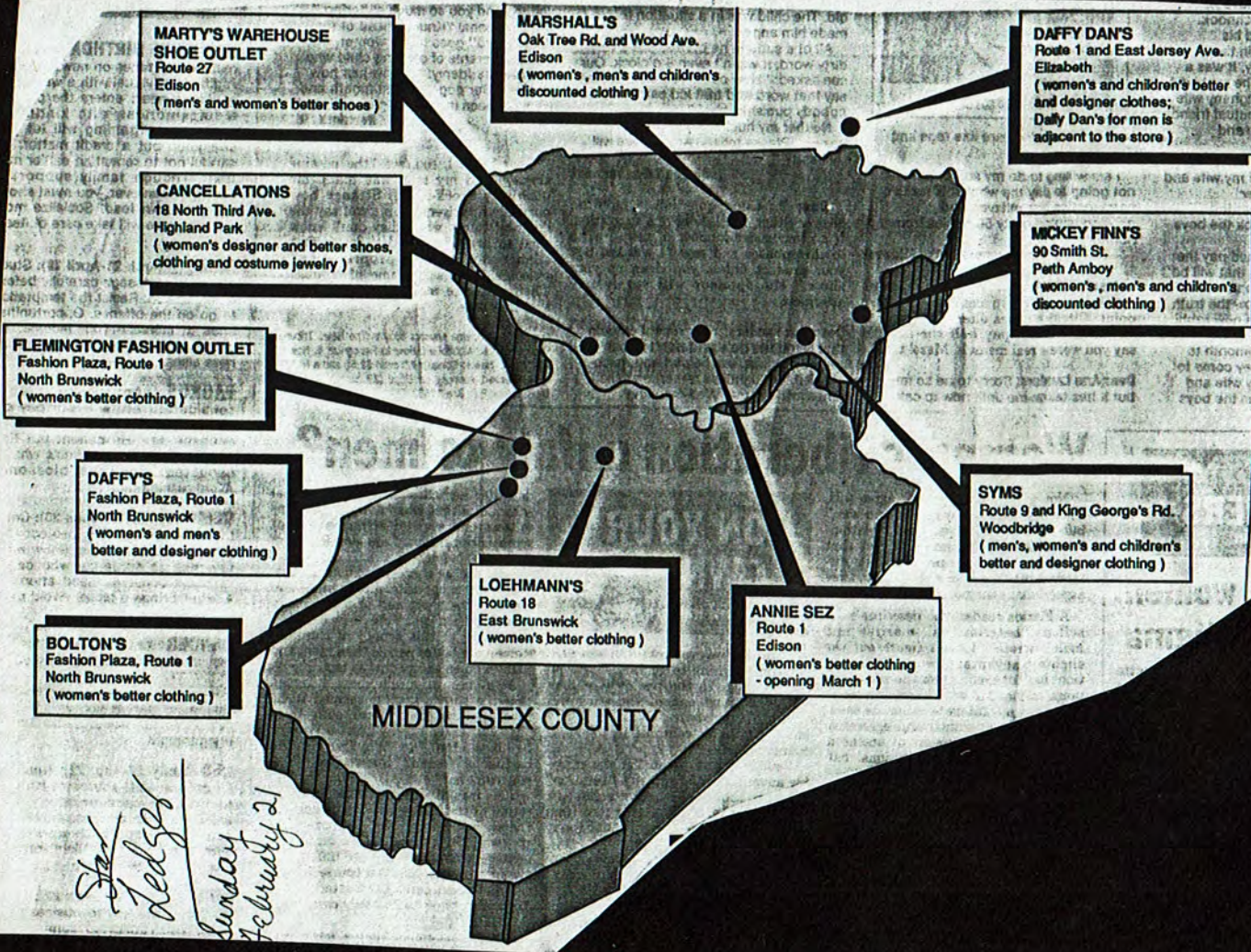
Marshall's, New York Avenue, Huntington. Geoffrey Beene Sport cotton knit miniskirts, cardigan jackets and sleeveless shells, \$19.99 apiece; Evan Picone suits in pastels, jackets, \$79.99, down from \$140, skirts \$34.99 from \$65; Palmetto pastel denim miniskirts retailing at \$25 are

\$19.99; and for men, 100 percent silk sports coats with such labels as J.G. Hook For Men, Christian Aujard and Bert Pulitzer at \$79 to \$119.

Filene's, Old Northern Boulevard, Manhasset. For men, Joseph Abboud suits in pale plaid or chalk striped wool, \$178 for two-piece suit; a collection of Joseph Abboud striped dress shirts in 100 percent cotton, \$20; dress shirts by Ike Behar, normally retailing for about \$110, \$35; silk print dresses from Gianni Versace's spring 1987 collection priced at \$250; string knits sweaters by Adrienne Vittadini, \$30.

Loehmann's, Loehmann's Plaza, Lake Grove. Marissa Christina wool andangora sweaters with intarsia or sequin detailing, \$25 to \$40; white and khaki denim miniskirts from Polo-Ralph Lauren, 19.99; Oleg Cassini printed silk blouses, \$40; and Anne Klein and Co. zip-front fitted jackets, \$75.

— Barnett



Syms

Even the receptionist at Syms' Secaucus headquarters answers the phone with the company's motto — "An educated consumer is our best customer."

"That means someone who

does comparison shopping," said Laura Germinario, administrative assistant. "They know what the item will cost elsewhere."

Items in this case cover a range. But there is a consistent level of quality that attracts the owners of the BMWs, Mercedes and Cadillacs who crowd the parking lot. They'd rather pay beer prices, too.

Albert Nipon, Liz Claiborne

and Tahari are regulars; every now and then you'll see Bill Blass, Anne Klein or a big Italian designer.

The store is famous for its markdown policy, which offers a piece of clothing at a certain price on the day it comes into the store.

The price drops at two-week intervals, until it reaches the bottom-line price displayed on the ticket.

It's a successful formula — Syms has 22 stores nationwide and has plans to expand, according to Germinario.

Sy Syms School Board Meeting
Feb 25th
-Bord of Trustees
University-
VISITORS BUREAU

Marcy Syms, President of Syms Corp., To Address Alumnae Reception of Stern College For Women

Jewish Journal
2/12/88

Marcy Syms, president and chief operating officer of Syms Corp. in Secaucus, N.J., will be

guest speaker at an alumnae reception of Yeshiva University's Stern College for Women on

Wednesday evening, Feb. 17, Sandra Quinn, chairman of the Board of Directors of Stern College, has announced.

Ms. Syms, who is also president of A. Sulka & Co., Ltd., will speak at 8 p.m. at the College's Koch Auditorium, 245 Lexington Ave. in New York. She was elected last fall as a founding member of the Stern College Board.

Mrs. Quinn, a resident of Great Neck, N.Y., will chair the reception. She is a alumna of Stern College—Yeshiva University's undergraduate division of liberal arts and sciences for women—and former chairman of the University's Undergraduate Advisory Council.

Dr. Karen Bacon, dean of Stern College, and David Yagoda of New York City, vice chairman of its Board, will also address the reception.

Dr. Bacon, an alumna of Stern College, has served as dean since 1977.

Mr. Yagoda, principal of David Yagoda

Associates, a major New York City real estate, investment, and development firm, is a member of the Board of Trustees of Yeshiva University.

Stern College was established in 1954 through a major gift from the late Max Stern in memory of his parents, Emanuel and Caroline Stern. Mr. Stern, founder of Hartz Mountain Corporation, served for many years as vice chairman of Yeshiva University's Board of Trustees.

More than 600 women are presently enrolled at Stern College, which has conferred more than 2,600 B.A. and B.S. degrees since its founding.

Stern College for Women is one of 16 undergraduate, graduate, and professional schools, divisions, and affiliates comprising Yeshiva University, America's oldest and largest university under Jewish auspices. The University recently completed the celebration of its Centennial year.



MARCY SYMS



MARCY SYMS

College speaker

Marcy Syms, president and chief operating officer of Syms Corp. in Secaucus, will be the guest speaker at an alumnae reception of Yeshiva University's Stern College for Women on February 17, according to Sandra Quinn, chairwoman of the board of directors at the college.

Syms, who is also president of A. Sulka & Co., Ltd., will speak at 8 p.m. at the college's Koch Auditorium, 245 Lexington Avenue, New York City. She was elected last fall as a founding member of the Stern College board.

Jan. ■ 28th '88

Syms Slates Opening Of North Dallas Unit

DALLAS — Syms Corp., a Secaucus, N.J.-based off-price store chain, plans to open its 23d store here around the end of the year, said David Bernard, head of Syms investor relations.

The store will be located in north Dallas in a former grocery store with 48,000 square feet of selling space.

"We feel Dallas is a good market. We certainly think the economy will recover," he said.

Syms sells only branded goods at 40 to 60 percent below what department stores charge, said Bernard. The environment of the stores is no frills with very plain fixtures.

From Store to Shining Store

For the Hard-Core Shopper, the Pleasures of Rockville Pike Are All-Consuming

A shopper's Rorschach test: Mention Rockville Pike and check the reaction. Shopping fanatics, the dedicated *Vogue* readers and credit-card junkies of this world, assume a beatific, trance-like expression. The rest, those non-consuming Washingtonians who would as soon contemplate gum surgery or a tête-à-tête with the IRS as spend an entire day shopping, practically start twitching.

To be sure, Rockville Pike is rough terrain. The traffic is hellish, parking is tough on weekends, the architecture is graceless, and many (but not all) of the eating establishments are havens of heartburn.

None of this matters to shopping fiends, however, because the Pike has it all: from the full-priced delights of White Flint Mall to the discount stores galore up the road.

The challenge of the Pike only gladdens the heart of the truly possessed shopper. Such a person resembles the hero of Paul Rudnick's novel *Social Disease*: "Guy became a hunter, fated to stalk the retail wilds, his adrenaline pumping, his every sense dedicated to cornering the elusive prey. Yes, Guy would shop, and he would win; he would refuse to return without an ensemble lashed to the fender of his taxi, without a shirt or sock suitable for mounting beside previous kills."

Our tour of the shopping wilds begins on the east side of the Pike, shortly after Wisconsin Avenue becomes the Rockville Pike near the National Institutes of Health. We will turn around before reaching Rockville proper and return down the west side of the Pike.

MALL THINGS CONSIDERED

As a recent transplant from Dallas, where shopping malls are an art form, I've always turned to malls in times of trouble. In the face of an impending deadline, a crumbling relationship, a staggering American Express bill, I would drop all else and head for the



Almost the dream department store, Bloomingdale's at White Flint Mall features a lingerie department with "an exceptional selection for the girl who entertains at home a lot."

mall—which is why I couldn't get over the feeling that I was doing something I wasn't supposed to, spending the better part of a week immersed in White Flint Mall.

Although I never would have believed it, I learned that there is such a thing as too much mall time. Somewhere into the third day, I finally hit the mall wall. It was when I wandered zombie-like out of Bloomingdale's lingerie department, leaving my newly acquired silk robe behind, feeling like an extra in *Dawn of the Dead*, that I knew it was time to give it a rest.

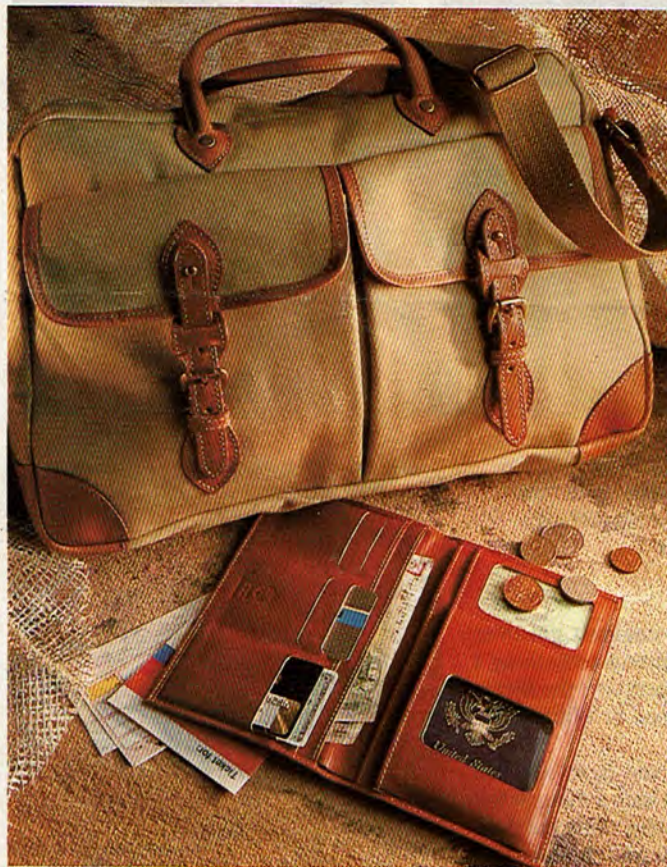
Note to my fellow shoppers: The prime sign of fatigue is when you start losing track of things like shopping bags, parking place, and, worst of all, car keys. (When engaging in serious shopping, I carry a purse with a zipper compartment; it is a shopper's truism that loss of keys leads rapidly to loss of mind.)



Great buys at Loehmann's require fortitude. "Shop here in a good mood: The communal dressing room can seem like something from a Diane Arbus photo."

TRAVELING FIRST CLASS ▼

For those overnight business trips or weekend forays, **Banana Republic** offers this "Freelance Briefcase." It's a stylish alternative to the leather briefcase, with multiple compartments to hold your pens and papers when you're working, and your paperbacks when you're not, all for \$99.95. And organize your travel papers in style with this leather passport case, which features compartments for your passport, business cards, and credit cards; larger pockets for foreign currency; and an ingenious compartment the right size for your airline ticket. At Banana Republic for \$29.



REDSKINS RECIPES

Dexter Manley may be tough on the field, but did you know he makes a mean pound cake? And just how good is Joe Gibbs's breakfast pizza, Jack Kent Cooke's English trifle, or George and Barbara Bush's Spinach Dip? You can find out in *Cooking With the Skins*, a 300-page cookbook filled with Redskins trivia and caricatures and recipes from the players, coaches, alumni, and celebrity fans. The book was produced by the Multiple Sclerosis Society, which is receiving all proceeds. Copies are available at **Hecht's** for \$12.95 until the Super Bowl; or send \$12.95 plus \$1.75 postage and handling, and 6 percent tax for DC residents, to: *Cooking With the Skins*, 2021 K Street, Northwest, Suite 100, 20006.

DAYS TO REMEMBER ▲

Start the year off right with a beautiful calendar: clockwise from top left, **The Library of Congress's** (287-5111) engagement book exhibits images from their collection (\$8.50); **The Art Directors Club of New York** calendar features award-winning work, \$10.95 at **Backstage, Inc.** (2101 P Street, Northwest; 775-1488); **The National Trust for Historic Preservation Gift Shop** (1600 H Street, Northwest; 842-1856) offers an engagement book filled with recipes from American bed and breakfasts (\$8.95); **An Artist's Calendar** is twelve prints by artist Lani Browning, \$25 at **The Kellogg Collection** (3424 Wisconsin Avenue, Northwest; 363-6878); **In Praise of Women Artists** is \$8.95 at the **National Museum of Women in the Arts** (1250 New York Avenue, Northwest; 783-5000).

HOT COOKWARE ▼

Very often, the most eye-catching cookware is not the most functional, and vice versa. But Armonia cookware by Inoxpran of Italy is made of the highest-quality 18/10 stainless steel and looks great on the stove or at the table. Available at **Savoir Vivre** (Ballston Commons, North Glebe Road and Wilson Boulevard, Arlington; 522-1771), the collection features stockpots, saucepans, serving trays, salad and fruit bowls, even oil-and-vinegar sets, all trimmed in blue, red, white, or 24-karat gold and priced from \$25 to \$110.





Nicole Balding amid some colorful possibilities in the designer boutique at G Street Fabrics, in the Mid Pike Plaza.

The consuming abundance of Rockville Pike, looking north: Traffic is hellish, but "the challenge of the Pike only gladdens the heart of the truly possessed shopper."

To maintain sanity, a mall strategy is needed. This includes not only a list of what you're looking for and a route planned to minimize backtracking and crisscrossing, but also a designated cool-out zone. When you are losing not only the will to shop but also the will to live, it is time to take a break.

To keep your strength up and ward off the low-blood-sugar whim-whams, sustenance is called for. Unfortunately, most of the food options in White Flint are vile, including the Eatery on level two, where the dozen or so fast-food stands are—trust me—best ignored. I

suggest pausing elsewhere on the Pike for real food before shopping White Flint.

However, for breakfast or a mid-afternoon break, **The Perfect Cup** (level one; 770-9737) offers fresh-squeezed orange juice, lemonade, and a variety of coffees, including espresso. I wasn't much impressed with its baked goods, other than a commendable almond pound cake, so pick up a cookie or two at the **Mrs. Field's** counter at Bloomingdale's (store level one; 231-9376) to accompany your cup.

If you require psychic renewal as

well, catching a flick might be in order. At **White Flint Five** (level three; 881-5207) all movies before 6 PM are \$3, a bargain for the ability to return restored to the shopping fray.

For my part, when I can't decide if I really need yet another little black dress, I repair to **B. Dalton** (level one; 984-3730) to calm down and think it over. Chain bookstores get bad raps from most book people, but this is a superior example of the genre, with an extensive stock and an offbeat selection of magazines.

For the serious shopper, **Bloomingdale's** (four levels; 984-4600) warrants a whole story itself. Bloomie's has an in-house pianist on weekends, which adds a veneer of civilization to the experience of getting elbowed at the hosiery counter, a place that brings out the latent viciousness in even the gentlest-looking women.

Bloomingdale's isn't the dream department store, but it will do until one arrives. Its problems: the Saturday crunch that no amount of extra staffing could compensate for and the maze-like layout of the departments. But its rewards are considerable: Bloomie's has the best selection in the mall for men, women, children, and houses. My favorite is the third-floor lingerie department, which offers an exceptional selection for the girl who entertains at home a lot.



The Chain family—Clint, Phyllis, and young Mallory, of Gaithersburg—dig in at Wally's Original Steakhburgers, where the frozen custard—the real thing—is very good stuff.



Lining up a pool shot is one way to work up a thirst at Hank Deitle's tavern, "that rarest of beasts on the Pike: an establishment with soul."

White Flint does have other stores. **Raleighs** (levels one and two; 785-7080) and **I. Magnin** (levels one and two; 468-2900) offer a tasteful mix of merchandise. At **Lord & Taylor** (levels one and two; 770-9000) the lighting is unflattering, and clothing appears to have been randomly shoved onto the racks.

For women, attractive, middle-of-the-road clothes are to be found at **Narragansett** (level one; 468-2090), which isn't as preppy as its name. I didn't fully appreciate its virtues until later in my mall tour, after I'd seen half a dozen women's stores selling cheap-looking clothes at more than cheap prices.

The Limited (level one; 770-5767) specializes in appealing clothes for the young, at reasonable prices. The house-brand Axxess earrings are a particularly good value—a smart way to buy into trends with a small investment. **Benetton** (level two; 468-0688) and, more interestingly, **Cedar Post** (level one; 468-1860) also take aim at the young, fashion-forward shopper.

Ann Taylor (level one; 770-3233) is the working woman's source for clothes that begin at the edge of hip conservatism and extend to the border of the avant-garde. I saw a \$276 black-silk blouse and triple-tiered petal-skirt ensemble that could pass for Matsuda and would be perfect for a big-deal restaurant dinner. Nearly all of the good stuff at Ann Taylor makes it to the sale racks, so it's often worth waiting.

Itokin Cisa (level two; 770-2472) also sells upscale/professional clothes, though they're less interesting than Ann Taylor's. **Jaeger International Shops** (level two; 770-1113) is for the European/professional look; positively no miniskirts on these premises.

Moving into preppy territory, **The Talbots** (level two; 984-8577) offers more

feminine versions of Brooks Brothers-style classics. **Carroll Reed** (level one; 984-2209) tends toward the heartier end of the preppy spectrum: lots of sweaters with animal motifs.

Laura Ashley (level two; 984-3223) is for women who want to look like little English girls. A variation on the Laura Ashley theme is **Jane Schaffhausen/Belle France** (level two; 984-5668), where the dresses are mostly rayon in pretty floral prints.

Hyo Bee Boutique (level one; 984-0170) is worth a stop just for the sticker shock. The dress and fur prices here will make the measly purchases you're considering elsewhere seem like no big deal.

White Flint houses no fewer than four shops addressing the segment of the female population that aspires to dress like Linda Gray on *Dallas* or Linda Evans on *Dynasty*—a market I would never have guessed to be so populous. **Julia** (level one; 468-5548), **Aram** (level one; 468-0085), **Cactus** (level two; 881-0577), and the lower-end **Bellissima** (level one; 770-1143) all sell beaded and suede things with mega-shoulder pads for would-be Lindas.

If it's Brigitte Nielsen you're more interested in resembling, then check out **Tannery West** (level one; 881-2084), where the leather goods are considerably wilder than at **Georgetown Leather Design** (level one; 881-4677).

For the wickedly inclined, the merchandise at **Victoria's Secret** (level one; 984-4035) is too tasteful by half, and the scent of potpourri is strong enough to make you gag.

La Bourse (level one; 468-6393) sells designer purses at a discount. A certain intransigence is conveyed in the signs that warn against handling the handbags—it is, of course, impossible to decide on a handbag without experiencing

it in the hand—and in the firm reprimand I heard made to a customer finishing a cup of coffee as she strolled in.

The mall includes about a dozen jewelry stores. For my money, the standout is **Esterman Estate Jewelers** (level one; 770-5155). Antique and estate jewelry, with its resonance of the past, makes the new stuff seem soullessly shiny.

Like nearly all centers of serious shopping, White Flint appears to be designed chiefly for women. Still, some outposts are designed for the fellows, or more likely, the women who shop for them. **Aca Joe** (level one; 468-0937) has nice, simple, mainly cotton things for boys and men. **Eddie Bauer** (level one; 231-8383) is nirvana for guys who aspire to down parkas and hiking boots. **Gentlemen's Jodhpur** (level two; 770-5880) has the mall's best selection of men's shoes, including Bally, Timberland, and Larry Mahan Western boots.

The Sharper Image (level one; 881-0224) is a high-priced toy store for grown-up boys. **AZZ** (level two; 770-6290) has much the same appeal, though its merchandise includes more things of female interest.

Toys in the Attic (level one; 468-5523) is a swell, if somewhat cramped, toy store aimed at actual kids. (I'd come here before tackling the overwhelming Toys-R-Us up the road at Mid Pike Plaza.) If you're interested in exploring the reputed powers of crystals, the mineral and fossil collector specimens here are bargain-priced: 95 cents for a piece of rose quartz, \$1.39 for amethyst, \$1.50 for quartz crystal.

The Game Boutique (level one; 468-0331), which sells a good assortment of games, board and otherwise, is another stop for either the young at heart or those with young to entertain.

Penography (the lustful acquisition of writing implements), can be indulged in

at **Bertram's Inkwell** (level one; 468-6939). All the pen-ultimate names—DuPont, Cartier, Parker, Waterman, Pelikan, Sheaffer, Lamy, Pentel, and Mont Blanc—can be found here, often on sale.

Crabtree & Evelyn (level two; 984-3161) is the perfect source for presents when you can't think of anything else. Another place for wild-card gift shopping is **Tapestry Imports** (level two; 770-7775), which has charming little carved animals and the like, in addition to its namesake tapestries.

DISCOUNT SHOPPING UP THE PIKE

Before we tackle the discounted wonders of the Pike, let us pause to consider the philosophy of discount shopping. The discount connoisseur doesn't want just any old stuff at low prices. He—or, more likely, she—wants the very best stuff that a bargain outlay will bring, but understands that a \$300 treasure, even when discounted, is still going to run a couple of hundred.

The discount connoisseur wants the kind of stuff that Peter Freundlich so disapprovingly described in "Gazing into Bergdorf's Window" in the December *Harper's*: "The search now is for the very best, the most rare, the empyrean, the nonpareil. We need not ask anymore who or what it is that has inherited the earth: We know. It is the walking wallet with the coal-black eyes, in search of underwear handwoven by Tibetan virgins, in search of silk foulard toilet paper, . . . coffee beans certified to have ripened in the very first shaft of morning light at the tippy-top of a sacred mountain in Kenya, ham from the hock of a pig that has drunk only spring water and has been read Japanese love poetry at bedtime from piglethood on."

In the discount connoisseur's hunt for the very best, the most rare, the empyrean, the nonpareil, her weapons are her taste and willingness to invest the time to track the prey. You may waltz into Loehmann's the first time and find the Donna Karan ensemble of your dreams, but it's more likely to take half a dozen trips before you score. A corollary virtue to patience is the willingness not to buy on trip after trip. No designer find will make you happy in the long haul if it's in an unfortunate color or not quite the right size.

Loehmann's (Loehmann's Plaza, 5230 Randolph Road at Parklawn Drive; 770-0030) isn't on the Pike, but it's nearby (going up the Pike, turn right at Nicholson Lane which becomes Parklawn Drive), and no discussion of discount shopping for women can exclude this *éminence grise* of great buys. Un-

like many other discount stores, most of the stock here is from the current season, making Loehmann's the hands-down favorite of local bargain-hunters. Closet spendthrifts take note: It's possible to spend plenty of money here because of the preponderance of seriously high-end goods: I saw Perry Ellis and Calvin Klein vicuña coats for \$380 to \$500. Best to shop here in a good

*Most of the stock here is from
the current season, making
Loehmann's the hands-down
favorite of local discount
connoisseurs.*

mood: The communal dressing room can seem like something from a Diane Arbus photo, but it's an ineluctable part of the Loehmann's experience.

With its selection of used books, **Book Alcove** (Loehmann's Plaza, 5210 Randolph Road; 770-5590) makes a nice refuge from the rigors of garment acquisition. I found a long-searched-for, out-of-print copy of *The Haphazard Gourmet* by Richard Gehman here. For more literary scouting, check out nearby **Second Story Books** (5455 Randolph Road; 770-0477), which has an exceptionally high-quality second-hand stock.

Back on the Pike, **Bagel City** (Pike Shopping Center, 12119 Rockville Pike; 231-8080) serves creditable, if not life-changing, bagels in an agreeably cheer-

ful setting. Nearby is **The Cosmetic Center** (Pike Shopping Center, 12129 Rockville Pike; 231-5100), which features a limited discounted selection of perfume and cosmetics as opposed to professional beauty supplies.

In the same center is the **Pike Theater** (Pike Shopping Center, 12109 Rockville Pike; 881-8650), where only slightly out-of-date movies are always 99 cents.

You can also get books and groceries at a discount in this center, at **Crown Books** (Pike Shopping Center, 12111 Rockville Pike; 881-6113) and **Shoppers Food Warehouse** (Pike Shopping Center, 12145 Rockville Pike; 770-9729). Shoppers really does mark down most items. However, even if you don't mind sacking your own groceries (and paying three cents per sack if you didn't bring your own), the limited selection is inconvenient in terms of both product selection and package size.

Marshall's (12051 Rockville Pike; 984-3440) is generally considered less fertile discount-connoisseur-find territory than Loehmann's, but I bought more here than anywhere else on my tour. (Black leather miniskirts, for instance, can be had for \$40, compared with \$80 to \$200 elsewhere.) The men's selection seems especially good, including Axis, Tommy Hilfiger, and Calvin Klein Sport.

In the same center, **Tony Lin's Kitchen** (12081 Rockville Pike; 468-5858) offers Chinese food with a valid gimmick: Not only is the food promoted as MSG-free, but you can get brown rice instead of white rice. Unlike the cartoon of the Chinese restaurant with a sign announcing "Upon request, we will pretend not to use MSG," the diner can rest assured that there will be no MSG-induced headaches for dessert.

With its small, unlit sign, **Fritzbe's** (1592 Rockville Pike; 984-8890) is hard to see from the Pike, but it's worth the search. In spite of the omens of fern-bar food—street signs and other detritus on the wall, overly jovial service—my meal here was excellent. I started with an above-average green salad (on the Pike, you begin to be grateful for any salad that is green), a very nice sautéed trout with pecans, and a pleasant cherry cobbler with high-quality vanilla ice cream. The only annoyance: The bar was out of both Chardonnays served by the glass.

There are plenty of Chinese restaurants on the Pike, but most of them are standard issue. **Hunan** (1190 Rockville Pike; 279-7273) is an exception. Although it's not terrific enough to warrant destination status, if you're on the Pike it's a very relaxing choice, with its pretty beige-and-buff decor. My chicken with pine nuts was well prepared but could

How Much?

Admission before 6 PM to a movie at White Flint Five: \$3.

Admission any time to a movie at Pike Theater: 99 cents.

Frozen custard at Wally's Original Steakhouses: 89 cents.

Espresso at the Perfect Cup: \$1.20.

Fifty-four-inch natural female Black Willow mink coat at Hyo Bee's: \$18,000.

Clinique Pore Minimizer foundation at the Cosmetic Center: \$9.45 (\$10.50 at department stores).

Pepperidge Farm Milano cookies at Shoppers Food Warehouse: \$1.44 (\$1.51 elsewhere).

Black leather miniskirt at Marshall's: \$40 (\$60 to \$200 elsewhere).

have used a little more ginger.

At **St. Mary's Church** (the Pike and Veirs Mill Road), the literarily inclined will want to make a pilgrimage to the graves of Scott and Zelda Fitzgerald, inscribed with the last sentence of *The Great Gatsby*: "So we beat on, boats against the current, borne back ceaselessly into the past."

AND BACK DOWN THE PIKE

All the raw fish you can eat is not my idea of a good time, but sushi-lovers on a budget swear by **Tsukiji** (Ritchie Center, 785-K Rockville Pike; 294-9160), which offers as much sushi as you can eat for \$23 every Monday night.

If you've fallen under the spell of *Lord Krishna's Cuisine: The Art of Indian Vegetarian Cooking*, a cookbook by local Indian-food expert Yamuna Devi, a good place to shop for supplies is **International House** (Ritchie Center, 765-H Rockville Pike; 279-2121).

For more "normal" fare, **Wally's Original Steakhburgers** (1321 Rockville Pike; 424-4092) looks like it's been around at least since the late '50s. Although the frozen custard gets second billing on Wally's sign, it's the prime reason to come here. The oblong burgers are well and good, certainly superior to the mass-market product. Unfortunately, the fries are fairly tasteless.

But the custard is the stuff of dreams. If you don't understand the distinction between frozen custard and mere ice cream, just read the recent *Wall Street Journal* article that Wally's has thoughtfully photocopied for its patrons. Then exult in the fact that you're eating the product of a dying art. (These days,

My Seven Favorite Things

1. Espresso at the Perfect Cup.
2. Frozen custard at Wally's Original Steakhburgers.
3. Lingerie department at Bloomingdale's.
4. Scott and Zelda Fitzgerald's graves at St. Mary's Church.
5. Shopping at White Flint Mall on Monday or Tuesday, when there is an eerie, after-the-bomb-has-dropped quietude, and a parking place is a cinch to find.
6. The leather goodies at Luggage Lane.
7. G Street Fabrics.

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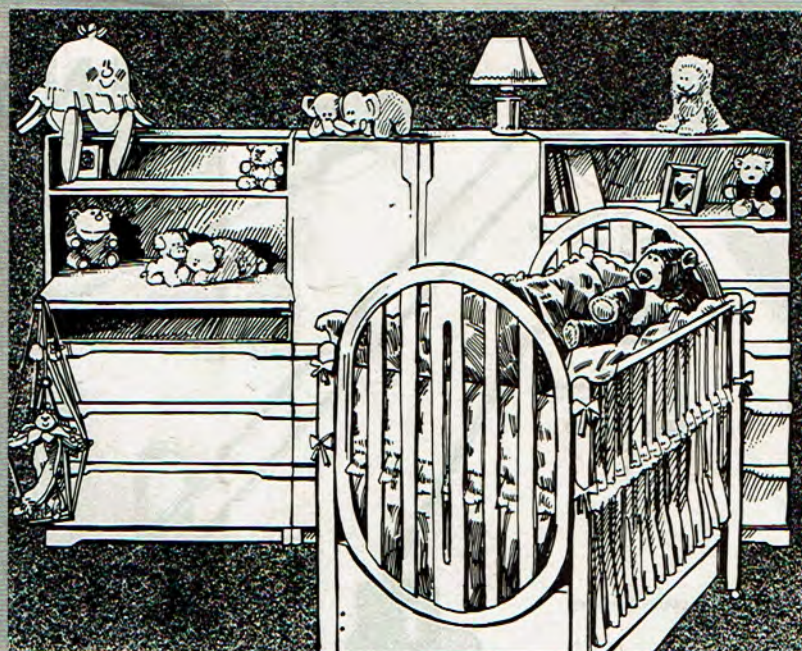


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there are fewer than a hundred establishments in this country selling real frozen custard, as opposed to soft-serve ice milk, which is what you get at Dairy Queen.)

Even better: Tucked away in Wintergreen Plaza, the newest branch of **Thai Taste** (Wintergreen Plaza, 855-C Rockville Pike; 340-8897) offers the best food on the Pike. Nothing like a blast of Thai chicken curry with coconut milk to clear the shopper's head. I also recommend the pork *satay* with peanut sauce.

With its wildly eclectic selection, **Yesterday & Today** (Sunshine Square, 1327-J Rockville Pike; 279-7007) is widely held to be the best record store around here. Nearby **Natraj** (Sunshine Square, 1327-F Rockville Pike; 340-7373) has good, low-priced Indian food. (The buffet is \$4.95 at lunch, \$7.95 at dinner.)

Talk about specialization—**Charles Chips** (1547 Rockville Pike; 231-8636) sells potato chips and little else. The reason to make a separate stop for your chip supply is this: In a *Time* magazine tasting of 65 kinds of potato chips last year, Mimi Sheraton preferred Charles's made-in-Pennsylvania product for its "quintessentially potatoey" flavor.

Eye City (1701 Rockville Pike; 770-4344) has the biggest selection of frames I've ever seen. But the discounted prices still seem excessive for what are essentially little pieces of plastic; most of the frames I picked up were in the \$80 range, before lens charges. But I'd return for glasses, because they claim two-hour service for most customers.

Marie Callender's (1801 Rockville Pike; 881-0770) is a comfortable place, with tapestry-backed booths that the weary shopper is grateful to sink into, even if the music is too disco-fied for the decorous setting. The food is a mixed bag: chicken pot pie was fair, and apple pie was quite good. However, the brown iceberg lettuce (in the house salad), gray lime (in the Perrier), and aging cantaloupe (a wedge of which arrived with the chicken pot pie) were disconcerting.

If you're in the market for office furnishings, at **Cheap Charlies** (111 Congressional Lane, just off the Pike; 251-9040, 770-5757) \$25 and \$40 desks abound. Even at that price they're pretty battered looking, but if you've priced desks lately you'll realize what a resource this is. For a couple of hundred dollars, you can get a fairly handsome specimen. The atmosphere is pure *Repo Man* (it's a former auto-body shop), and you're

essentially on your own.

Unlike Syms and Marshalls, **Bradlees** (12250 Rockville Pike; 231-8680) doesn't offer designer names at a discount. This is a discount store, period, which means that the merchandise leans toward gallons of windshield-wiper fluid and racks of pastel-hued acrylic clothing. Still, with its white-and-red color scheme and shiny floors, it is cheerful,

At most discount establishments, the merchandise is stuff you probably wouldn't look at twice if you weren't under the spell of bargain-mania.

as this sort of establishment goes, and natural fibers can be unearthed by the persistent shopper.

The housewares department at Bradlees is a sleeper. I saw charming Belgian-cotton bath mats here for \$12.99 that looked identical to those at Lord & Taylor for \$31.99; ditto for \$79.99 queen-size cotton-covered goose-down comforters that looked just like those at Bloomingdale's for \$129.95.

I was disappointed with **Syms** (11840 Rockville Pike; 984-3335), the centerpiece of Mid Pike Plaza. After two visits I'd found nothing that I wanted to buy on the two vast, messy floors (women's, children, and housewares downstairs; men's upstairs). All in all, Syms was a profoundly depressing experience—wading through acres of disorganized dreck under the world's most unflattering fluorescent lighting to unearth the

rare treasures (\$220 Anne Klein lizard pumps for \$119) in the wrong size. And this is not the place for customer service. Signs advise you that you pay your money and take your chances: "Syms cannot afford the luxury of national credit cards"; "NO refunds, exchanges, charge credits. Merchandise credit only."

Still, there are reasons to linger at Mid Pike Plaza, chief among them **G Street Fabrics** (11854 Rockville Pike; 231-8998). I don't sew, yet I was entranced by G Street's exhaustive selection of textiles. And whether you sew or not, if you're serious about fashion, G Street's book department is impressive. In addition to countless practical guides, it includes such philosophical underpinning as Kennedy Fraser's two terrific books about fashion, *The Fashionable Mind* and *Scenes from the Fashionable World*. Pick up G Street's monthly newsletter for free reading material.

The problem with most discount establishments is that the merchandise is stuff you probably wouldn't look at twice if you weren't under the spell of bargain-mania. Not so at **Luggage Lane** (Mid Pike Plaza, 11836 Rockville Pike; 881-2247), where the watches, personal organizers, purses, briefcases, and luggage include the best names: Filofax, Swatch, Mont Blanc, Coach, Ghurka, Anne Klein, and Dooney & Bourke, most at 20 percent off. I nabbed the leather sunglasses case of my dreams here, and I intend to come back.

I didn't have any luck at the **Shoe Loft** (Mid Pike Plaza, 11832 Rockville Pike; 231-9060), but shoe fiends of my acquaintance swear by it. Unisa, Joan & David, and Bass are some of the names represented here.

Houston's (12256 Rockville Pike; 468-3535) has your typical extensive fern-bar menu, but I can't get past the truly superior burger. Hands down, this is the best burger on the Pike.

If your sartorial goal is to resemble Diane Keaton in *Baby Boom*, then **Alcott & Andrews** (11500 Rockville Pike; 231-0704), home of executive chic in all its flattering, natural-fiber variations, is where you want to shop. I prefer this outpost of the New York-based chain to the one downtown in the District, because everything here is on one floor.

With its feeling of the 1940s, **Hank Deitle's** (11010 Rockville Pike; 881-5656) is that rarest of beasts on the Pike: an establishment with soul. You can drink beer and shoot pool, or get a six-pack to go. Hank's is a great way to decompress from the rigors of the Pike. □

Five Mysteries of the Pike

1. Why the sequence of address numbers changes abruptly in the middle of the Pike.
2. Why shopping-center signs and street addresses are so hard to read from the street.
3. Why there are so many carpet and carpet-remnant stores.
4. Why anyone in his right mind would tackle Bloomingdale's on a Saturday afternoon.
5. Why so many women's clothing stores in White Flint Mall sell tacky clothes at tasteful prices.

DAILY NEWS

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Monday, January 25, 1988



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