

Index

- Addison, Ill., Pampered Chef headquarters, 79
- Advertiser and Publisher Group, Yahoo! 200
- Advertising/publicity
- Borsheims, 56, 59
 - Helzberg Diamonds, 156, 157
 - from lawsuits, 9
 - online, Guyman's role in developing, 181–182
 - Yahoo! 200–201, 204
- AGS (American Gem Society), 162–163
- Albright, Madeline, 237
- Allen, Paul, 183, 188
- Allen & Company, 230
- All the President's Men* (movie), 224
- American Express, 229
- American Gem Society (AGS), 162–163
- Amick, Rebecca, 236
- Amway, 82, 138
- Antique/estate jewelry, 61
- Anti-Semitism, 5, 26
- Ash, Mary Kay, 220
- Ashley Furniture, Arcadia, Wisc., 8
- Association to Advance Collegiate Schools of Business, 242
- Astro Theater, Omaha, Neb., 24
- ASX200 (Australia), female board membership, 245–247
- Audit Committee, Berkshire Hathaway board of directors, 169–171, 193, 195
- Aurafin LLC, 44
- Avon, 138
- Baker Scholars, Harvard Business School, 208
- Ballmer, Steve, 188, 204
- Bamboo products, 137
- Barrett, Craig R., 206
- Barton, Rich, 180
- Bartz, Carol, 205
- Bass, Kim, 89
- Batt, Robert (Bob), 3, 12, 14–15

- Beasley, H. Marvin, 161
- Belarus, geography, 4
- Bel-Oro International, 44
- Ben Bridge Jewelers, 44, 162–163
- Berkshire Hathaway
- acquisition/investment strategy, 66–67, 113
 - annual shareholders' meeting, 1993, 14
 - annual shareholders' meeting, 2008, 203
 - annual shareholders' meeting, 2009, 162
 - annual shareholders' meeting, 2011, 115, 122–123
 - company revenue estimates, 127
 - direct-selling companies, 82
 - female executives, 43, 235–236
 - impact of the recession on retailing revenues, 58–59
 - largest stock holdings, 2011, 229
 - partnering among companies owned by, 44, 162
 - purchase of Borsheims, 40–41
 - purchase of Business Wire, 112–114
 - purchase of Helzberg Diamonds, 159–160
 - purchase of Nebraska Furniture Company, 17, 19
 - purchase of the *Omaha World Herald*, 231
 - purchase of The Pampered Chef, 66
 - purchases of other jewelry companies, 44
 - share-holder-designation charitable donation program, 83–84
 - stock in The Washington Post Company, 213, 215, 227
 - stock value, 18, 194
- Berkshire Hathaway Board of Directors
- Audit Committee, 169–171, 193, 195
 - composition changes, 2003, 168
 - Decker's naming to, 207
 - Gates on, 55, 112, 162, 167, 203
 - Governance, Compensation, and Nominating Committee, 193, 194
 - Guyman's naming to, 167
 - responsibilities, 169
- Berry, Leonard, 162
- Beryls, 147
- Better Business Bureau's Torch Award, 85
- Bloomington, IN, Gottschalk family in, 123–124
- Blumkin, Frances, 6–7, 10
- Blumkin, Irvin, 20–21
- Blumkin, Isadore (Itzik Rosevich)
- business ventures, 5, 8
 - death, 8, 10
 - in Fort Dodge, Iowa, 5
 - generosity, 23
 - immigration to the U.S., 5
 - marriage to Rose, 4
- Blumkin, Louie
- birth, 6
 - family conflicts, 20
 - grooming for furniture business, 10
 - management style, 12
 - military service, 7–8
- Blumkin, Ronald, 20–21
- Blumkin, Rose Gorelick (Mrs. B).
- See also* Nebraska Furniture Mart
 - arithmetic skills, 16
 - awards and honors, 24–25
 - black-and-white world view, 22
 - Buffett on, 1, 14, 20, 21
 - business and merchandising skills, 7–11, 14, 17
 - challenges learning English language, 6
 - childhood and family background, 3–5
 - citizenship, 12–13
 - competitors, 9–10
 - departure from Nebraska Furniture Mart, 20–21
 - early business education, 4, 6–7

- employees, 2, 14–17, 20, 22–23
 enjoyment of customers, 2, 13
 final years, 26
 founding of the Nebraska Furniture Mart, 7
 100th birthday celebration, 26
 influence, 3, 26
 lawsuits against, 11
 love and appreciation for America, 5, 25–26
 management style, 2
 marriage, 4
 Mrs. B's Warehouse, 21
 philanthropy/charitable activities, 11–12, 23–25
 pricing approach, 7, 9
 reconciliation with family, 22–23
 sale to Berkshire Hathaway, 17–19
 scooter, 2, 13–14
 temperament and work ethic, 1, 4, 7, 12–14, 20
 view of money/investments, 23, 26
 views on women entrepreneurs, 10
 views on women workers, 10
 on working with Buffett, 19, 22
- Blumkin, Sylvia, 6
 Blumkin Foundation, 23
 Board of directors/advisory boards.
 See also specific companies
 compensation for participation, 164, 169, 206–207
 gender disparity in, 245–249
 groupthink, 245–246
 importance of independence and diversity, 249–250
- Boeing, 172, 173
 Borsheim, John Louis, 38
 Borsheim, Louis A., 37
 Borsheim, Louis C., 38
 Borsheims Fine Jewelry and Gifts,
 Omaha, Neb., 23. *See also*
 Jacques, Susan
 advertising by, 56
 American Gem Society membership, 162–163
 at Berkshire Hathaway shareholders' meeting, 46–48
 Borsheims Price, 30–31
 Buffett's purchase of, 40
 Cohen family and, 53
 customer service/confidentiality, 31, 53–56
 decor, 27
 employees, 36, 53–54
 executive team, 53, 57–58
 as family-friendly company, 52–53
 female managers, 30, 52–53
 founding, early history, 36–38
 impact of recession on, 58–59
 Internet sales and marketing, 55–56
 inventory, 30, 56, 61
 Jacques hiring as CEO of, 28, 43
 layoffs, 59
 out-of-state sales, 32
 physical location, 40, 48–49
 pricing approach, 30
 relationship with Helzberg Diamonds, 45–46
 relationship with See's Candy, 46
 robberies at, 39–40
 Sunday closing, 53
- Boyajian, William E. (Bill), 35
 Boycotts, 84–85
 Bracco, Dan, 46–47
 Bradlee, Benjamin, 218, 232
 Brandeis and Rogers, Omaha, Neb., 9
 Breast cancer awareness support, 140–142
 Bresingham, Jim, 122
 Bridge jewelry, 148
 "Bridging Board Gaps" report, 249
 Broder, David, 232
 Brooks, Dorothy, 104
 Brown, Bob, 15, 21–22

- Brown, Teresa. *See also* The Pampered Chef
 business skills, 134
 on Gottschalk, 128
 on Internet sales, 138
 leadership/teaching skills, 135–136, 139
 mentoring of, 139
 as Pampered Chef consultant, 132–134
- Buffett, Astrid Menks, 55
- Buffett, Warren. *See also* Berkshire Hathaway *and specific companies*
 appointment of Jacques as CEO of Borsheims, 28, 42–43
 on Blumkin, 1, 10, 22, 26
 business philosophy, 17–18, 231–232
 on challenges of the newspaper business, 231
 childhood in Washington, 226
 on Decker, 193–194, 209
 ethical standards, 61–62
 on Friedman, 40–41
 on Gottschalk, 127
 Guyman's trips with, 167, 169
 investment philosophy, 119
 jewelry purchases, 55
 on Jacques, 43
 on K. Graham, 220, 225
 as mentor, 43–44, 228
 net worth, 194
 philanthropy/charitable activities, 49–50
 portrait of, by Zovko, 97–98
 recruitment of Raff, 161–162
 relationship with Blumkin, 1, 17, 19–20, 22
 relationship with Christopher, 80
 relationship with K. Graham, 213, 227–229
 relationship with Tamraz, 113
 role at Borsheims, 43–44, 53
 role at Business Wire, 99, 119
 role at Nebraska Furniture Mart, 10, 19
 role at The Washington Post Company, 227–228
 salary, 194
 sales skills, 47
 on Tamraz, 113
- Business education, gender disparity, 240–242
- Business owners, women among, 244
- Business Wire. *See also* Tamraz, Cathy Baron
 business model/pricing approach, 107–108
 Dantuono's role at, 105–106
 employee benefits and retention, 115–116
 executive team, 106, 114, 119
 headquarters, 100, 115–116
 Extensible Business Reporting Language, 110
 50th anniversary celebration, 99, 116–117
 founding and early history, 99–101
 impact of 9/11 attack on, 118
 international expansion, 107
 mobile alert service, 110–111
 news releases, 108–109
 products, 97
 revenues, 99
 sale to Berkshire Hathaway, 112–114
 Tamraz's rise at, 102
 use of social media, 109
 as woman-friendly employment environment, 100–101
- Buying, shopping *vs.*, 130–131
- Cable One, 214, 228
- Campbell, Colin, 131
- Campbell Soup Company, 187
- Carpet Warehouse, 2
- Cartier boutique, at Borsheims, 56
- Castagna, Vanessa, 153

- Catalyst, 238
- CD-ROM/multimedia, development and marketing of at Microsoft, 178–179
- CEOs, female. *See also* Executives, female
- in 1963, rarity of, 219–220
 - increasing number of, 238
 - in the nonprofit sector, 243
 - in U.S. and other countries, statistics, 238–240
- CEO's Against Cancer (American Cancer Society), 142–143
- CEO salaries, monitoring, 194
- CFOs (Chief Financial Officers), 198–200, 202
- Chairman's Circle, The Pampered Chef, 139
- Charitable donations. *See* Philanthropy
- Chartered Financial Analyst, 197
- Chefsuccess.com website, 139
- Chicago, Ill., The Pampered Chef headquarters, 65
- China, Mary Kay Cosmetics in, 138
- Christopher, Doris Kelley. *See also* The Pampered Chef
- advice to young professionals, 94–95
 - awards and honors, 82–83
 - on being a leader, 86
 - at Berkshire Hathaway shareholders' meeting, 122–123
 - Buffett on, 66
 - childhood, 67–68
 - as classic entrepreneur, 72–73
 - direct selling industry
 - involvement, 82
 - early work experience, 68–69
 - education and training, 68
 - family life, 69
 - first meeting with Buffett, 80
 - founding of The Pampered Chef, 65–66, 71–72
 - on Gottschalk, 121
 - honors and awards, 86–87
 - management approach, 93
 - marriage to Jay, 68
 - mentoring activities, 94–95
 - on mother's influence, 68
 - philanthropy, 86–88
 - pricing approach, 71
 - on responding to technological change, 137
 - selling approach, 73–74
 - special challenges, 88–89
 - succession planning, 79–80
 - on working with Buffett, 80–81
- Christopher, Jay, 68, 74–75, 86
- Christopher Family Foundation, 87–88
- Claire's jewelry stores, 146
- Clinton, Hillary, 54–55
- Coca-Cola, 229
- Cohn, Marvin, 36
- Cohn, Susie Friedman, 53
- Cole, Ida, 183–184
- College presidents and deans, gender disparities, 243
- Come to the Basement* (J. Christopher), 75
- Comment, Jeffrey, 158, 160–161. *See also* Helzberg Diamonds
- Compensation
- for board participation, 164, 169, 206–207
 - business school graduates, 239–240
 - female executives, 240
 - Pampered Chef consultants, 78, 89, 139–140
- Conch pearls, 60
- Concordia University, River Forest, Ill., 86
- Connors, John, 188
- Consultants, The Pampered Chef
- advancement model, 135
 - earning power, 77–78, 89, 139–140
 - educational function, 132
 - flexibility, 135

- Consultants, The Pampered Chef
(*continued*)
numbers of, 78
recruiting, 72, 89, 135
responsibilities, 86
web sites, 138
- Conway, Richard S., 188
- Cooper, Sheila O'Connell
as COO and president of The
Pampered Chef, 66
first meeting with Buffett, 80
and sale to Berkshire Hathaway, 93
- Corporate Responsibility Magazine's
2011 Top 100 Best Corporate
Citizens list, 187–188
- Cossacks, 5
- Costco Wholesale Corporation, 206
- Costello, Clair, 244
- Costello, Trish, 244–245
- Costume (fashion) jewelry, 148
- Credit Suisse, 197
- Creighton University, Omaha, Neb.,
24, 25, 37, 54
- Crompton patent lawsuit, 178–179
- Curry, W.S., 123
- Curry Buick Cadillac, Bloomington,
IN, 123–124
- Customer relations
at Berkshire Hathaway, 169
at Borsheims, 31, 53–55, 57
at Helzberg Diamonds, 163
at Microsoft, 177–178, 180
at the Nebraska Furniture Mart, 2,
8–9, 13, 17, 20, 23
at The Pampered Chef, 66, 78, 85,
90–92, 128, 132
at Yahoo! 200
- Dachau, Germany, 8
- Dallas, Tex., Nebraska Furniture
Mart store, 3
- Dantuono, Phyllis, 105–106, 114
- Davidow, Bill, 179
- Davidow's Law, 179–180
- Davis, Charles, 225
- DBA (doctorate in business
administration) programs, women
in, 240–241
- Decker, Susan
awards and honors, 195–196,
207–208
background and training, 195
on Berkshire Hathaway board of
directors, 193–194
board memberships, advisory
positions, 206–207, 210
Chartered Financial Analyst
designation, 197
early work experience, 195–196
as EiR at Harvard Business School,
207–208
on entrepreneurship, 208
family life, 209
Financial Accounting Standards
Advisory Council, 197
on the “glass ceiling,” 202
leadership lessons, 210
on life after Yahoo! 209
MBA, 195
philanthropy, 209–210
promotions of, at Yahoo!
198–205
resignation from Yahoo! 205–206
- Demonstrations, cooking, 70, 132
- the Depression, 6–7
- Detrick, Lynn, 153
- de Vault, Charles, 230–231
- DeVos, Rich, 138
- Diamond Council of America, 156
- Diamond, Jack, 22–23
- DiNicola, Robert
on board of Zales, 150
as CEO of Zales, 148–150, 153
as mentor to Raff, 148, 151
- Direct Selling Association (DSA),
82–83, 128

- Direct selling industry. *See also* The Pampered Chef
 approaches to selling, 70, 82
 growth, 136–137
 hiring by, 127–128
 home party sales, 128
 recruitment, 136
 starter kit costs, 140
 women in, 136–137
- Disclosure, corporate, 111–112, 171
- Doctorate in business administration (DBA), women seeking, 240–241
- Donaldson, Lufkin & Jenrette (DLJ), Decker's employment with, 196–197
- dot-com bubble
 Decker's response to, 199
 impact on Business Wire, 116
 impact on Microsoft, 188
- Dowd, Maureen, 54
- Downie, Len, 232
- DreamWorks studio, partnering with Microsoft, 181
- Drexel University, Philadelphia, 147
- Dunn, Gene, 42, 50, 54
- Dunn, Luke, 52
- eBay, Yahoo! partnership with, 201
- Eckert, Bob, 126
- e-commerce. *See* Internet sales, Online marketing
- Edmiston, Mark, 221–222
- Effen, Neil, 82
- Electronic Mega Mart, Omaha, Neb., 3
- Eleven Tips for Start-Up Entrepreneurs* (D. Christopher), 89
- Elizabeth Glaser Pediatric AIDS Foundation, 161
- Elson, Charles (“Bridging Board Gaps”), 249
- Emeralds, 147
- Employees
 Borsheims, 36, 53–54
 Business Wire, 115–116
 direct selling industry, 127–128
 Helzberg Diamonds, 147
 incentives for, the *Char-Latte Award*, 186
 Microsoft, 182–186
 Nebraska Furniture Mart, 2, 14–15, 20, 22–23
 The Pampered Chef,
 acknowledgement bonus, 81
 The Washington Post Company, 221
- Entrepreneur-in-Residence (EiR) program, Harvard Business School, 207–208
- Entrepreneurship
 defined, 208
 and unemployment, 127–128
 women-owned businesses, 244
- Ephren, Nora, 221
- Epstein, Noel, 225
- Equal Pay Act of 1963, 220
- Europe, women on boards of directors, 246–247
- Ewing Marion Kauffman Foundation, 244
- Executive committee/executive team
 Borsheims, 53, 57–58
 Business Wire, 105–106, 114, 119
 Helzberg Diamonds, 162
 The Pampered Chef, 122
 Yahoo! 202
- Executive Partnership Program, Creighton University, Omaha, 54
- Executives, female. *See also* CEOs, female
 among top companies, 235
 and benefits of gender diversity, 236
 at Berkshire Hathaway, 43, 235–236
 CFOs, limited number of, 202
 compensation, 240
 controllers, 202

- Executives, female. *See also* CEOs, female (*continued*)
 and the glass ceiling, 101, 202, 221
 global, by industry, 240
 mentoring needs, 52–53, 237
 at Microsoft, 183–185
 in 1963, rarity of, 219–220
 in the non-profit sector, 243
 numbers of, 238–239, 250–251
 role models, 162
 special challenges/stereotypes faced by, 152, 237–238
 and women-owned businesses, 244
 Expedia, 180–181
 EXtensible Business Reporting Language (XBRL), 110
- Facebook
 Borsheims page on, 55–56
 Business Wire page on, 109
 The Pampered Chef page on, 138
- Failures/mistakes, allowing, 102, 157, 176, 210
- Family Resiliency Program, University of Illinois, 87–88, 142–145
- FASAC (Financial Accounting Standards Advisory Council), 197
- FASB (Financial Accounting Standards Board), 197
- Fashion industry, and jewelry trends, 60–61
- Fay, Adrienne, 53
 on Borsheims's customer base, 49
 first day at Borsheims, 46
 on jewelry trends, 60
 marketing during Berkshire shareholders' meeting, 47–48
 role as Director of Marketing, 45
 security concerns, 39–41
 on Yale, 41
- Fears, Linda, 140
- Feeding America (America's Second Harvest), 141–142
- Female executives. *See* CEOs, female; Executives, female
- The Feminine Mystique* (Friedan), 220
- Filo, David, 199
- Financial Accounting Foundation, 197
- Financial Accounting Standards Advisory Council (FASAC), 197
- Financial Accounting Standards Board (FASB), 197
- Fine jewelry, 148
- Fiorina, Carleton S., 152
- Flynn, Lisa, 128
- Forbes* magazine, "The 100 Most Powerful Women" list, 125, 196
- Fort Dodge, Iowa, Plumkin family in, 5–6, 24
- Fortune 100 companies, top executives, 235
- Fortune 500 companies
 female board members, 105, 239, 247–248
 female CEOs, 202, 213, 219, 238–239
- Fortune* magazine
 Most Powerful Women Summit, 2011, 167, 209
 National Business Hall of Fame, 214
 10 Greatest CEOs of All Times list, 214
 Top 100 Best Companies to Work For, 203
- Fox, Margie, 210
- Friedan, Betty (*The Feminist Mystique*), 220
- Friedman, Alan, 35, 41–42
- Friedman, Ike, 35–36, 38–41
- Friedman, Louis, 38–39
- Friedman, Rebecca Gorelick (Mrs. L. Friedman), 38–39
- FTSE-100 companies, female board members, 245–247
- Furniture business, 7

- Gassman, Kenneth, 154
- Gates, Bill
 at Berkshire Hathaway shareholders' annual meeting, 2008, 203
 early hiring approach, 183
 family history of philanthropy, 187–188
 friendship with Buffett, 167
 on the importance of the Internet, 181
 personal wealth, 188
 ring purchase, 55
 at the Space Needle, 173
 treatment of employees, 182
- Gates, Mary, 188
- Gates, Melinda French, 55, 167
- Gaza, Guyman's visit to with Save the Children, 190–191
- Geffen, David, 181
- GEICO, 169
- Gemological Institute of America (GIA), 34–36, 54
- Gemstones, 35
- “Gender Gap Index” (World Economic Forum), 238–239
- General merchandising manager (GMM) position, 148
- GIA (Gemological Institute of America), 34–35, 54
- Glass ceiling, 101, 202, 221
- Global 100 Direct Selling Companies, 129
- Golden Jubilee diamond, 47
- Gomel, Russia, Blumkin family in, 4
- Google
 Web-based earnings reports, 111
 Yahoo!'s efforts to partner with, 204
- Horacke, Karen, 53
- Gorelick, Chasia Kimmelman, 3–4, 6, 8
- Gorelick, Simon, 38
- Gorelick, Solomon, 3–4, 6
- Gottesman, David, 169, 193–194
- Gottlieb, Robert, 230
- Gottschalk, Andy, 144
- Gottschalk, Marla. *See also* The Pampered Chef
 background and training, 123
 on balancing home and career, 144
 at Berkshire annual shareholders' meeting, 2011, 122–123
 board membership, 143–144
 charitable work, 140, 142–143
 CPA license, 124
 early work experience, 124
 on father's work ethic, 123
 honors and awards, 124
 on importance of consultants, 132–133
 Indiana University experience, 124
 at Kraft Foods, 124–126
 MBA, 125
 mentoring activities, 139
 naming as CEO of The Pampered Chef, 121, 137
 role and responsibilities, 122, 128
- Governance, Compensation, and Nominating Committee, Berkshire Hathaway Board of Directors, 193–194
- Graham, Donald
 on Buffett's contributions to The Post Company, 228
 as CEO of The Washington Post Company, 218
 on mother's autobiography, 219
 on the Pentagon Papers, 223
 recommendation of Decker for Berkshire Hathaway board, 193
 succession planning, 232
 work history, 218
- Graham, Katharine (“Kay”). *See also* The Washington Post Company
 abuse experienced by, 216–217
 assumption of leadership at the *Washington Post*, 217
 awards and honors, 215, 221, 224

- Graham, Katharine (“Kay”). *See also*
 The Washington Post Company
 (continued)
 biographies and autobiography, 215
 on Buffett, 226–228
 business philosophy and profits,
 231–232
 childhood and education, 214
 death, 230
 decision-making approach, 219
 family background and early work
 experience, 215–216
 groundbreaking role as CEO, 213,
 219–220
 on having children work at the *Post*,
 222
 honors and awards, 214, 232–233
 insecurity, overcoming, 214, 219
 introduction to Buffett, 226
 legacy, 233
 love for the news business, 223
 “The Magazine Rack” column, 216
 marriage and children, 216
 operating in a man’s world,
 219–220
 ownership style, 218
 relationship with Buffett and
 Berkshire Hathaway, 213,
 228–229
 response to gender inequality at
Newsweek, 220–221
 on the role of the press, 224–225
 as single mother, 222
 standing down, as CEO, 218
 as an unintentional feminist,
 220–221
 union negotiations and strike,
 225–226
- Graham, Lally, 232
 Graham, Philip, 216–217
 Great Omaha Chamber, 48
 Greaves, Brandon, 49
 Greenfield, Meg, 232
 Greenthal, Jill, 196
 Group 1 Automotive, 163
Group Genius (Sawyer), 246
 Groupthink, among board members,
 245–246
 Guyman, Charlotte
 on Berkshire Hathaway Board of
 Directors, 167, 169, 171
 on Gates, 189
 board memberships, advisory
 positions, 169, 189–192
 education and early work
 experience, 172–174
 family life, 189
 on gender balance at Microsoft,
 184–185
 at Hewlett Packard, 174–175
 honors and awards, 186
 lessons from work with tourists,
 173–174
 management style and skills, 173, 186
 MBA, 175
 at Microsoft, 175–178, 180–181,
 186, 189
 Microsoft Alumni Foundation, 188
 parents and childhood, 172
 philanthropy, 190–191
 on the software industry, 180
 trip to Japan with Buffett and
 Tamraz, 169
 Guyman, Doug, 189
- Harara, Zimbabwe, 32
 Harman, Sidney, 214
 Harvard Business School (HBS)
 Alumni Achievement Award, 195
 Decker’s MBA from, 195
 Entrepreneur-in-Residence
 program, 207
 women at, 208
 Hawaiian trips, *Business Wire*, 116
 Heck, Sharon, 236
 Helzberg, Barnett, 155–157

- Helzberg, Barnett, Jr., 156–159
- Helzberg, Gilbert, 156
- Helzberg, Lena Cohen, 155
- Helzberg, Morris, 155
- Helzberg, Morton, 156
- Helzberg, Shirley Bush, 157
- Helzberg Diamonds. *See also* Raff, Beryl Beth
- annual sales and employees, 147
 - business model, 157
 - charitable donations/charity fundraising, 164
 - evolution and expansion, 156, 158, 160–163
 - executive team, 162
 - founding and early history, 145, 153–156
 - Helzberg Entrepreneurial Mentoring Program, 160
 - I Am Loved* advertising campaign, 157–158
 - move into shopping malls, 157
 - naming of Raff as CEO, 145, 155
 - Omaha headquarters, 45
 - sale to Berkshire Hathaway, 44, 159
- Helzberg Entrepreneurial Mentoring Program (HEMP), 160
- Henry Doorly Zoo, Omaha, fundraiser, 50
- Heritage House, 72
- Hewlett-Packard (HP)
- firing of Fiorina, 152
 - Gyman's employment with, 174–175
- Higgins, Becky, 162
- Hillside, Ill., The Pampered Chef headquarters in, 79
- Hine, Thomas, 130
- Holder, Eric, 224
- Homemaker's Furniture, Des Moines, purchase, by Nebraska Furniture Mart, 3
- Home-shopping parties, 70, 131–134. *See also* Direct selling industry; The Pampered Chef
- Hopper, Grace, 184
- Hoppers (Microsoft women's support group), 183–184
- Horatio Alger Association of Distinguished Americans, 86–87
- Huggins, Chuck, 54
- I Am Loved* campaign (Helzberg Diamonds), 157–158
- IBM, 187, 229
- Icahn, Carl, 204
- ICING stores, 146
- Immigrants
- hiring of, by the Nebraska Furniture Company, 15
 - household purchases, 91
- Impact purchasing, impact investing, 247–248
- India, Business Wire office in, 107–108
- Institutional Investor*, 196
- Intel Corporation, 206–207
- Interactive Advertising Bureau, 182
- Internet sales, online marketing
- Borsheims, 55–56
 - Business Wire, 97, 109–111
 - and interdependence of companies, financial implications, 199–200
 - J. C. Penney Company, 154
 - jewelry business, 165
 - Microsoft, 181
 - The Pampered Chef, 138
 - Zales, 150
- Investor community, gender disparity in, 244–245
- Investor relations, female employees and managers, 105
- Jackson, Eric, 207
- Jacobsen, Bruce, 181

- Jacques, Susan. *See also* Borsheims
 advice to young professionals, 62–63
 on balancing work and family, 52–53
 on benefits of Omaha location,
 48–49
 on Buffett's influence and
 mentorship, 43–44
 as CEO of Borsheims, 27–28,
 42–43, 56
 on customer confidentiality, 31, 54
 directorships, honors and awards,
 35–37, 57
 early life in Africa and England,
 32–33
 early work experience, 33, 35–36
 education and training, 34–35
 ethical standards, 61–62
 family life and hobbies, 34, 50–51, 54
 first job with Borsheims, 28, 36
 on Ike Friedman, 39
 interest in gemstones, 35
 on Internet sales, 55
 on jewelry trends, 58–61
 mentoring activities, 54
 mother as role model for, 33
 personal philosophy/style, 51–52, 63
 promotions of at Borsheims, 36, 42
 as role model for women executives,
 56–57
 sale to Berkshire Hathaway, 41
 shopping at home option, 31–32
 typical day, 57–58
 on value of co-branding, 50
- Jacques family, 32
 Jared, 146
 J. C. Penney Company, 153–155
 Jewelers' Circular Keystone Advisory
 Council, 36
 Jewelers for Children, 37
 Jewelers of America, 36
 Jewelers Vigilance Committee, 36
 Jewelry, fine, 28–29
 Jewelry business
 business models, 165
 chain stores, merchandise in,
 145–146
 competition, 146
 determining selling price, 28–30
 impact of recession pm, 58–59
 importance of confidentiality, 54
 jewelry categories, 148
 jewelry trends, 58–61
 and knowing your jeweler, 28, 63
 retailing, challenges, 164–165
 slow inventory turnover, 28–29
 trade associations, 163
 unique nature, 28
- Jewelry3 stores, 153–154, 158, 160
 Jo-Ann Stores, Inc., 163
 Johnson, Jennifer, 53
 Johnson Controls, 187
 Jonas, Jean., 122, 139
- Kaiser, Robert, 221
 Kansas City, Kansas
 Helzberg family in, 155–156
 Nebraska Furniture Mart expansion
 into, 3
- Kaplan, 214
 Katezenberg, Jeffrey, 181
Katharine Graham's Washington, 230
 Kay's Jewelers, 146
 Kelley, Jane, 67–68
 Kelley School of Business, Indiana
 University, 124, 143
 Kelley, Ted, 67–68
 Kennedy, John F., 220
 Keough, Donald ("Don"), 169, 230
 Kidman, Nichole, 47
 Kids and Games division, Microsoft,
 181
 Kitchenware, quality, 69–70, 137
 Kmart, Helzberg Diamond stores in,
 157
 Koogle, Tim, 198
 Kraft Foods, 124–127

- Lafley, A. G., 245
- Lawsuits
- against Blumkin, 9, 11
 - against Microsoft, 178–179
 - against *Newsweek*, 221
 - against The Pampered Chef, 92–93
 - against Yahoo! 204
- Lee, Ivy, 109
- LegalZoom.com, 207
- Li, Charlene, 201
- Limas, Erin, 53
- Lipsey, Stanford, 54
- Lokey, Lorry, 99–101, 113–114.
- See also* Business Wire;
 - Tamraz, Cathy Baron
- Lubrizol Corporation stock purchase, 171
- Macys (R.H. Macy), Raff's work experience at, 147–148
- "The Magazine Rack" column (Graham), 216
- Mahaney, Mark, 199–200
- Make-A-Wish Foundation, 164
- Malls, jewelry stores in, 151
- Mangold, Rochelle, 142–143
- Maples, Mike, 183
- Marshall Field, Chicago, Ill., 9
- Mary Kay Cosmetics, 138, 220
- Mathey, Ginny, 53
- MBA's, female candidates for, 240–242
- McKinsey & Company, 236–237
- Meals, quick, consumer desire for, 127
- Mentors and models
- at Borhseim's, 54
 - Buffett's role as, 43–44, 228
 - business school faculty as, 242
 - Christopher family, 94–95
 - for female executives, importance, 52–53, 237
 - at Harvard Business School, 208
 - importance of, Raff's view, 155
 - lack of, for K. Graham, 219–220
 - at The Pampered Chef 139
 - for women in technical fields, 185
- Merchandise Mart, Chicago, Ill., 71
- Metzger, Mike, 182–183
- Meyer, Agnes, 216, 218–219, 226
- Microsoft
- allowance for failure at, 176
 - art appreciation, 187
 - bid to takeover Yahoo! 203–204
 - corporate philanthropy, 187–188
 - expansion, 175–176
 - Expedia development, 180
 - female employees and managers, 182–186
 - Guyman at, 175–177
 - "Hoppers," 183–184
 - Internet/multimedia focus, 181
 - stock options, 188
 - team management approach, 176, 185–186
 - work environment, 182–183
- Microsoft Alumni Foundation, 188
- Microsoft Home, 178
- Microsoft Money, 179
- Microsoft Network, 181
- Microsoft Web-based earnings reports, 111–112
- Middleton, Kate, 60
- Mills College, Lokey's gift to, 101
- Minsk, Russia, Blumkin family in, 4–5
- Mitchell, John, 224
- Money, 26
- Moore, Sean, 53
- Moss, Mark, 130
- Moss, Scott, 152
- Moulin Rouge* (movie), 47
- Mrs. B. *See* Blumkin, Rose Gorelick
- "Mrs. B's Discount Furniture," 10
- Mrs. B's Warehouse, 21–22
- Ms.* magazine, 221
- MSN Internet Sales and Marketing, Guyman's management of, 181
- MSN Web channel, 181

- MS Works launch and marketing, 176–177
- Mugabe, Robert, 33
- Mulcahy, Anne, 222
- Multilevel marketing approach, 78
- Munger, Charlie
 - at annual shareholders' meetings, 46
 - and purchase of Business Wire, 114
 - on purchase of Washington Post Company stock, 227
 - recommendation of Decker for Berkshire board, 193
 - role as Vice Chairman of Berkshire Hathaway, 85, 206
 - service on Costco board, 206
- Murphy, Tom, 169–170
- Murray, Mike, 185–186
- Muzorewa, Abel, 33
- Nash, Lisa, 210
- National Association of Corporate Directors, 163
- National Jeweler's Hall of Fame, 36–37
- Nebraska Furniture Mart (NFM), Omaha, Neb. *See also* Blumkin, Rose Gorelick
 - Blumkin family role at, 1–2, 22–23
 - board of directors, 10
 - changing sites for, 15
 - current board, 10
 - customer relations, 2, 8–9, 13, 17, 20, 23
 - departments, 3
 - destruction of by 1975 tornado, 11–12
 - Electronic Mega Mart department, 3
 - employees, 2, 14–15, 20, 22–23
 - expansion, 3
 - fallout shelter, 12
 - family conflicts, 21–22
 - fire at, 11
 - founding, 2, 7, 38
 - merchandising and hiring practices, 14–15
 - physical improvements, 20
 - sale to Berkshire Hathaway, 1, 17–19
 - size, 2–3
- NetJets, 46, 171
- Networking, 131, 155, 163, 184
- Neuharth, Allen H., 220
- Newspaper business, 230–231
- Newsweek* magazine, 214, 220–221
- New Yorker* magazine, 226
- New York Times*
 - article about Guymon, 186
 - Dowd editorial, 54–55
 - family ownership, 227
 - Philip Graham obituary, 217
- NFM. *See* Nebraska Furniture Mart (NFM), Omaha, Neb.
- 9/11 attack, 118
- Non-cooks, selling kitchen equipment to, 90
- Nonprofit sector, female leadership in, 243
- Northwestern University, J. L. Kellogg Graduate School of Management, 125
- Norway, women on boards of directors, 246
- Nu Skin Enterprises, 136–137
- Omaha, Nebraska
 - Blumkin family move to, 6
 - and the Midwest mindset, 49
 - support for business in, 48
 - tornado, 1975, 11
 - Omaha World Herald*, Berkshire Hathaway purchase of, 231
- Online marketing. *See* Internet sales, Online marketing
- ORT America Jewelry Industry Chapter, 164
- Osberg, Sharon, 169

- The Pampered Chef. *See also*
 Christopher, Doris; Gottschalk, Marla
 annual conference, 139
 awards and honors, 82
 business lessons, 88–92
 charitable donations/charity fundraising, 140–144
 consultants, 72, 132–136, 139–140
 customer relations, 66, 78, 85, 90–92, 128, 132
 direct selling model, 70, 127
 educational component, 132
 encouragement of women entrepreneurs, 94–95
 environmental concerns, 137
 executive team, 122
 expansion, 72, 75–78, 138
 Family Resiliency Program, 87–88, 142–143
 founding, first year of operation, 71–72
 headquarters, 78–79
 Heritage House, 72
 home parties, selling approach, 73–74
 Internet sales, 138
 Kraft Foods *vs.*, 127
 litigation, 92–93
 management transition, 93–94
 mission and business approach, 65–67, 85–86
 naming of Gottschalk as CEO, 121–122
 organizational culture, 135
 Outlet web site, 138
 proprietary products, 91–92
 quality of products, 128–130
 response to technological change, 137
 revenue estimates, 127
 sale to Berkshire Hathaway, 81, 83–84
 sales contests, 135
 starter kits, 140
 staying competitive, 128
 succession planning, 79–80
 team structure and mentoring, 139
 test kitchen and staff, 137
 Pandora shop, at Borsheims, 56
 PCAOB (Public Company Accounting Oversight Board), 198
 Pearson, Jerry, 16–17
 Peat, Marwick, and Mitchell (later KPMG), 124
 Pentagon Papers, publishing of, 223
 Penney, James Cash, 153
 Pennsylvania Railroad, and the origin of press releases, 109
 Pentecost, Paulette, 133
 Peoples Jewellers of Canada, 150
Personal History (K. Graham), 215, 228, 232
 Peters, Charles, 226
 Philanthropy
 by Berkshire Hathaway shareholders, 83–84
 by Blumkin family, 12, 23–25
 by Buffett, 49–50
 by Christopher family, 86–88
 by Comment, 160–161
 conflicts associated with, 84–85
 corporate, 97–98, 116–117, 140–144, 164, 187–188
 by Decker, 209–210
 by Gates family, 187–188
 gender disparity in, 244–245
 by Guyman, 190–191
 by Raff, 164
 Piercing Pagoda, 151
 Pizza Stone, 137
 Politico, 226
 Politics, women in, 243
 Press releases, dissemination of, 99–100, 108–109
 Procter & Gamble, 229

- Professional chefs, male dominance among, 94
- Proprietary products, 91–92
- Public Company Accounting Oversight Board (PCAOB), 198
- Pulitzer Prize, 215, 232–233
- Pully, Steven, 154
- Quarles, Christa, 201
- Quicken (Intuit), 179–180
- QVC television, 165
- Raff, Beryl Beth. *See also* Helzberg Diamonds
 on balancing work and family, 162–163
 board memberships, advisory positions, 163–164
 on Buffett, 162
 childhood and education, 147
 on DiNicola, 151
 at Helzberg Diamonds, 145, 157, 161–162
 honors and awards, 147, 155, 164
 at J.C. Penney, 153–155
 on “job hopping,” 155
 on need for female role models, 162
 philanthropy, charitable efforts, 164
 at R. H. Macy, 147–148
 at Whitehall, 154
 at Zales, 149, 150–152
- Raff, Edward, 162
- Rapid City, S.D. flood, 24
- Redford, Robert, 224
- Redmond, Wash., Microsoft headquarters, 175
- Regency Court, 48
- Regulation Fair Disclosure (FD) pro, 111
- Reifman, Jeff, 188
- Retail, opportunities for women, 56–57
- Rhodes, Cecil, 32
- Rhodesia and Nyasaland, Federation of, 32–33
- Richline Group, 44
- Right Media, Yahoo! purchase of, 201
- Robbins, Stu, 197
- Robinson, Amy, 128
- Roosevelt, Eleanor, 220
- Rose Blumkin Jewish Home, Omaha, Neb., 24–25
- Rosenfeld, Irene, 124–125
- Rosevich, Itzik. *See* Blumkin, Isadore
- Round-Up from the Heart, 142
- Rusch, Sue, 82
- Russia
 anti-Semitism in, 5
 Gorelick family in, 38
- Russo, Tom, 194
- Saar, Janet, 53
- Salisbury, Rhoades, 32
- San Francisco, Business Wire headquarters in, 117
San Francisco News, 216
 “Santa’s Gift” (Comment), 161
- Sapphire (gemstone), 60
- Sarbanes-Oxley Act, 2002, 171, 197–198
- Saris, Rob, 122
- Save the Children, 190–191, 209–210
- Sawyer, Keith (*Group Genius*), 246
- Scents, 127–128
- Scheele, Teri, 184
- Scott, Walter, Jr., 184
- Scott Fetter Company, 82
- Scottish Jewellers, Rhodesia, 33–34
- Securities and Exchange Commission (SEC), 111, 170
- Security, at Borsheims, 31–32, 39–40
- See’s Candy, 19, 46
- “Sell cheap and tell the truth” business philosophy, 38
- Sellers, Patty, 209
- Semen, Terry, 201
- Schering (Squadron/Chadron), Russia, 3–4
- Sheldon, Jennifer, 132

- Shone language, 33
- Shopping, buying *vs.*, 130–131
- Signet Jewelers, 146
- Slate Group, 214
- Slater, Robert, 182
- Slyngstad, Greg, 180–181
- Small, Evelyn, 230
- Smith, J. Y., 225
- Software industry, 179–180
- Sokol, David, 171
- Solomon, Rob, 200
- Southwest Airlines, 173
- Space Needle, Seattle, Wash., 173
- Spielberg, Steven, 181
- Stanford Institute for Economic Policy Research, 210
- Stanley Home Products, 220
- Steinem, Gloria, 221
- Strategic partnering, 44, 113
- Swarovski International, 150
- Tamraz, Cathy Baron. *See also*
 Business Wire
 background, education and travel, 104
 Buffett on, 113
 business philosophy, 119–120
 as CEO of Business Wire, 97
 daily activities and management style, 117–118
 early work experience, 101, 104
 employee relations, 115–116
 executive positions, 105
 family life, 118
 future goals, 117
 on handling stress and setbacks, 118
 Hawaiian roots, 116
 leadership style, 104
 Lokey on, 101
 mentors and inspiration, 103–105
 on multimedia approach to marketing, 109–110
 office, 103
 personality, 98–99
 promotions at Business Wire, 99–100, 102
 relationship with Buffett and Berkshire Hathaway, 114–115
 as role model, 101–102
 sale to Berkshire Hathaway, 112–114
 trip to Japan with Guyman, 169
 on working with Buffett, 118–119
- Tamraz, Stephen, 118
- Taylor, Elizabeth, 28
- Tedlow, Richard, 195
- Thibaudeau, Elizabeth, 137
- Thiel, Jeff, 181
- Thompson, Heidi, 128
- Ticketmaster, purchase of Expedia, 180
- Tiffany's, 30
- Tudor Rose Brooch, 47
- 20/20* (television show), Blumkin interview, 16, 20–22
- Ulrich, Dennis, 44
- Unemployment, and entrepreneurship, 127–128
- United Jewish Appeal (UJA) Federation of New York Diamond, Jewelry, and Watch Division's "Leadership Award of Excellence," 164
- United States Gemological Services, Inc. (USGSI), 35–36
- United Way, 188
- University of Illinois, The Pampered Chef Family Resiliency Program, 87–88
- University of Washington, 172, 175
- University of Washington Medicine, 189–190
- UPI (United Press International), 104
- USGSI (United States Gemological Services, Inc.), 35–36
- VacationSpot.com, 180
- Valenzuela, Gary, 198
- Valparaiso University, 86–87

- Venture capital industry, male domination, 244–245
- Video press releases, 110
- Wal-Mart, retail jewelry business, 164–165
- Wanek, Ron, 8
- Washington, D.C., K. Graham's love for, 230
- Washington Monthly*, 226
- The Washington Post Company. *See also* Graham, Katharine ("Kay")
board of directors, 221–222, 227–228
D. Graham as CEO of, 218
family ownership, 227
female employees and managers, 221
and gender inequality at *Newsweek*, 220–221
holdings, 214
K. Graham as CEO of, 213
stock, shareholders, 215, 226–227
Washington Post newspaper, 214, 216, 218, 223–225
- Watches, railroad, 37
- Watergate story, publishing of by the *Post*, 223–224
- Wells Fargo, 229
- Weymouth, Katharine, 222, 232
- Weymouth, Lally Graham, 214, 222
- Whitehall Jewelers, 154
- Willingham, Deborah, 184
- Women. *See also* CEOs, female;
Executives, female
dominance of, among retail consumers, 162, 247–248
executives, relative scarcity, 162
as leaders, future prospects, 250–251
recruiting and training for board membership, 246–247
resistance to power and self-promotion, 238
woman-friendly employment environments, 100–101
- Women's Corporate Directors, 163
- Women's Entrepreneurship Initiative (DSA), 83
- Women's Jewelry Association Award for Excellence, 37
- Woodward, Bob, 218, 224, 226
- Working Women* magazine, 83
- World Economic Forum, "Gender Gap Index," 238–239
- Yahoo!
Decker's analyses of while at DLJ, 196
Decker at, 193, 198–200
Decker's resignation from, 205–206
executive team, 202
hiring of Bartz as CEO, 205
hiring of Yang as CEO, 201
history, 198–199
Microsoft takeover bid, 203–204
opportunities for women at, 202–203
stock prices and financial challenges, 199–200, 204–205
- Yale, Donald, 41, 42
- Yale, Janis, 42
- Yang, Jerry, 198–199, 201, 204–205
- YWCA Omaha Tribute to Women, 57
- Zales, Morris B. and William, 149
- Zales Corporation
acquisition of Piercing Pagoda, 151
executive turnover at, 153
history, 149
marketing approach, criticisms, 152–153
Raff's employment and advancement at, 148–150
retail brands, 149
Zales Outlet stores, 149
- Zimbabwe, Africa, 33
- Zovko, Stephane, 97–98