

Macy's Mission

COMPANY BRIEF Headquartered in New York and Cincinnati, Macy's, Inc. (macysinc.com) is one of America's premier omni-channel retailers, operating about 880 stores in 45 states, the District of Columbia, Guam, and Puerto Rico under the names of Macy's, Macy's Backstage, Bloomingdale's, Bloomingdale's Outlet, and Bluemercury, as well as the macys.com, bloomingdales.com, and bluemercury.com websites.



Karen M. Hoguet

An Interview with Karen M. Hoguet, Chief Financial Officer, Macy's, Inc.

EDITORS' NOTE Karen Hoguet has held her current post since 1997. She joined the company as a senior consultant in marketing and long-range planning after leaving the Boston Consulting Group in 1982. In 1985, she was named Director of capital and business planning and, in 1987, promoted to Operating Vice President for planning and financial analysis. A year later, she was elected a corporate vice president and became Senior Vice President of planning in 1991.

Hoguet added the title of Corporate Treasurer a year later. In 1997, she was elected Senior Vice President and Chief Financial Officer, and promoted to Executive Vice President and Chief Financial Officer in 2005.

What makes Macy's so special?

It all comes down to the people. I can't imagine a culture that is more supportive and full of bright, competitive, and caring people, and where integrity is so critical. It really feels like a second family to me.

What has made this a place you've wanted to stay?

One of the benefits of working in a larger company is having the opportunity to stay with the same company but do a lot of different things over the course of what for me is an almost 35-year period.

Also, this is clearly an industry where there has been and continues to be constant change, so it has been really fun. If I didn't feel challenged or like the people with whom I'm working, I would do something else.

How does Macy's at its size and scale maintain that entrepreneurial feel?

It's a challenge and something we are always working to make happen. One of the things that is so wonderful about retail is that people at a very young age can run a business, and they have to be entrepreneurial and nimble. We're full of people who are always looking for innovative ways to make their businesses better, and the challenge is to make sure that creativity, passion, and competitiveness don't get buried within a big company.

We were also among the first retailers to really learn about digital and e-commerce, and that required us to think differently and be faster.

Will brick-and-mortar remain relevant in the future?

Absolutely, people of all age groups and generations love the physical experience of shopping – the social aspects and the ability to touch, feel, try on, and put complete outfits together. This can't be done in front of a screen. Having said that, we all are using digital devices to shop and buy. We need to create a seamless experience between channels, and we need to make the store shopping experience easier and more fun.

How important is it to have a workforce that mirrors the diversity of the Macy's customer base?

It's extraordinarily important and it's why retailers are always leading the way in terms of diversity and inclusion, because we know we'll be better retailers if our associates represent our customers.



Molly Langenstein

An Interview with Molly Langenstein, Chief Private Brands Officer, Macy's, Inc.

EDITORS' NOTE Molly Langenstein was promoted to her current role in February 2015 after serving as Executive Vice President for men's and kids at Macy's Private Brands since April 2014. Previously, she was Macy's Executive Vice President for fashion and new business development and General Merchandise Manager for categories appealing to customers in the Millennial generation. Her 30-year merchandising career has included assignments as General Merchandise Manager for men's and kids at Macy's Florida (Miami), for Millennial at Macy's West (San Francisco), and for ready-to-wear at Macy's North (Minneapolis) since joining Miami-based Burdines in 1985. Langenstein also served briefly as a merchandising executive at May D&F.

As someone on the inside, will you talk about what makes Macy's so special?

I have been here for 30 years and Macy's has always given me the ability to reinvent myself and be an alien within my own company. I feel as if I've worked for many different companies. Part of that is the ever-evolving nature of our business and our company, which has gone from multiple regional operating divisions to a national platform. That transformation has been a wonderful learning journey for leaders within the organization.

Is the strong culture a result of the consistent leadership and how do you maintain culture when you're bringing in other entities?

It has been about senior leaders making sure we're staying very connected with new executives in the company and being mentors with an open-door policy for younger people within the company. It keeps us fresh and evolving overall.

We're bringing in outside talent at higher levels, which historically we have not done. We are seeing that there is an opportunity to bring people in from not only our own industry but from other industries to give us different perspectives.

As we continued our journey of consolidating as a company over the past few years, even with the most recent integration of the dot-com into the merchant world, we mixed the groups together. Even in that internal re-aligning of the teams, we find that ability to maintain and tweak the culture to move it forward.

We keep evolving, which means we become more current with each company iteration.

Will you talk about the role of Chief Private Brand Officer?

It's a strategic initiative of ours for the future. Our role, today and for the future, is to create a competitive advantage for the company and offer a unique assortment of products that can only be found at Macy's.

More broadly, we also play a key role in determining what our industry is going to look like for the future. As a leading retailer, and based upon our size, we have the ability to work with our vendor community in addition to our private label community to figure out how to transform our industry as we move forward. We aim to gain speed in maximizing our inventories and leveraging data science for the future to inform our decisions. That data will become the basis of how we make decisions.



**An Interview with Patti H. Ongman,
Chief Merchandising Planning Officer,
Macy's, Inc.**

Patti H. Ongman

EDITORS' NOTE Patti Ongman has held her current post since January 2015. She served as an Executive Vice President for Omnichannel Strategies at Macy's, Inc. from June 2014 to February 2015. Ongman served for more than three years as an Executive Vice President and General Merchandise Manager for handbags, accessories, and intimate apparel and two years as an Executive Vice President and General Planning Manager for cosmetics and shoes at Macy's, Inc. Ongman joined Macy's in 1979 as a Sales Manager at Davison's in Atlanta and has served in a wide variety of roles across multiple families of business, including as a General Merchandise Manager for ready-to-wear at Macy's West and Macy's Northwest, Regional Vice President at Macy's Home Store, and Store Manager at Macy's West. She holds a degree from the University of Alabama.

What has made Macy's such a consistent industry leader?

It's the standards and accountability leadership expects from their team, and the talent that they attract.

Macy's is an incredibly fair company. We treat people well internally and externally. That is part of the culture of the company and it makes a big difference. Our teams and our partners want us to do well.

How do you maintain culture at your size and scale?

It's about hiring the type of people we want to represent us. We're not all that tolerant of people that aren't respectful to those around them and to our industry.

Our culture is far better today than it was when we were a lot of different operating divisions.

Many of the leaders in this company are people who have worked together for years. We've trained and developed our teams and brought them up through the ranks. We have also had a healthy influx of external talent to keep new ideas flowing. It's easy to monitor a culture if we really spend time with people and listen to them.

Will you talk about the key areas of focus for you in your role?

I have spent over 25 percent of my career in stores but the vast majority of my time has been spent in merchandising. This combination of experiences has given me a unique understanding of our customer. In my role, understanding the needs of our customer is the primary focus.

It's about curiosity, using data, and being able to work with my peers to drive our business. We're not all interchangeable, but we have been exposed to so much so we could fill a number of different positions. I feel lucky to have had very diverse experiences in my career.



**An Interview with Bernice Clark,
Senior Vice President-Marketing, Macy's, Inc.**

Bernice Clark

EDITORS' NOTE Bernice Clark has held her current position since April 2009. Prior to this, she was Senior Vice President-Marketing for Macy's Corporate Marketing; Vice President-Marketing for Macy's North and Marshall Field's; Senior Vice President-Group Account Director for Saatchi & Saatchi Advertising; Senior Vice President-Account Director for Young & Rubicam Advertising; and Account Supervisor for Leo Burnett Advertising. She received her M.B.A. from New York University and her B.A. in Sociology/Piano Performance from Barnard College.

How do you define your role at Macy's?

I'm in charge of media strategy and planning, which involves developing and planning all of our media strategies across all of our channels – whether broadcast, digital, social, print, outdoor, search, affiliate – across our promotional efforts, our brand campaigns, and our merchandise initiatives in partnership with our vendors.

We have a number of internal teams that manage and lead strategy around those so we collaborate and partner with them, and we also work with our agency teams.

It's really exciting because, outside of what we're trying to deliver in terms of weight and reach, we're also trying to think through where we can have partnerships with publishers or other brands so we can deliver engaging and innovative media ideas to help stay at the forefront of today's dynamic media landscape.

Is traditional media still relevant today?

Given the breadth of Macy's, we are inclusive of a wide range of targets. We still have a very strong core target base who still engages in a number of traditional media vehicles.

Clearly, though, it has been important, as it has for every brand, to be cognizant of how we foray into the other digital channels, because it's not solely a millennial play – it impacts all our core targets. We all have these same behaviors.

What is really exciting for us as a business is the interplay of this media, and being aware of the customer's journey throughout a day and all of the media that hits her. It's also trying to think through time of day, where we can reach them, being aware of what our calendar and messages are, and trying to think very strategically about how best to reach our customer.

How do you remain nimble on the inside when you're such a large company?

We know that our omni-channel shopper is our most valuable shopper, so as much as she likes engaging with us online, she also loves coming to the store, so we always have to think about how we are driving her activity and continuing to excite her.



**An Interview with Shawn Outler,
Senior Vice President-Lease, Pricing and
Multicultural Initiatives, Macy's, Inc.**

Shawn Outler

EDITORS' NOTE Shawn Outler has held her current post since February 2016. Prior to this, she was Senior Vice President - Weddings, Gifting Strategy, and Multicultural Business Development; Group VP - Fashion Forecasting and Operations, Leased Businesses and Multicultural Development; Group Vice President - Multicultural Merchandising and Vendor Development; and Divisional Vice President-Merchandise Manager Better Traditional Sportswear. She has also been Divisional Vice President - Merchandise Manager Updated Classic Sportswear and Buyer-Better Dresses, Status Denim, Women's Casual Sportswear, Suits, and Leather Outerwear for Lord & Taylor. She received her B.S. in Marketing and Transportation/Distribution from Syracuse University.

Will you talk about the areas you oversee and provide an overview of each function?

I manage our lease businesses, so my team works closely with our partners, such as Finish Line and Sunglass Hut, to leverage their expertise to fill white space opportunities and deliver the best brands, environment, service, and experience to our customers.

Will you touch on other areas you're leading?

I also lead multicultural initiatives. So much of that is focused on business development. As a company, we are focused on being inclusive, not only with our customers, who are very diverse, but also in our vendor base.

My team identifies companies that are owned by minorities and women, who also offer unique products. We then partner with our merchants to leverage those offerings to drive their merchandise strategies.

We have authored a program called The Workshop at Macy's, which is a four-and-a-half day boot camp geared toward helping educate and prepare vendors who have been in business for two years or more about what it takes to engage in a sustainable business partnership. There are two parts to the program: one is about how Macy's and other retailers operate and the metrics we look at that denote success. The second half is where we partner with Babson College to help the companies gauge and improve their financial fitness.

We have run the program for six years. To date, we have trained over 90 companies and we have launched 10 at Macy's. We have also built a nice pipeline for the industry of potential key players for the entire marketplace, so we're really excited.

The third part of my role is pricing operations. I oversee the team that partners with our merchants to analyze the business at a global level to identify pricing opportunities. They strategically and proactively manage markdowns to drive profitable sales. ●