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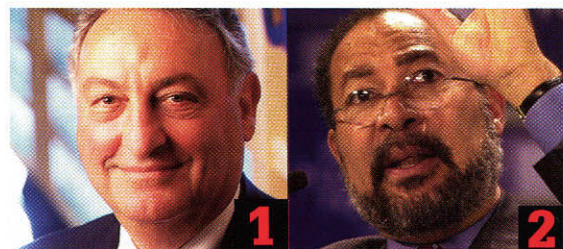
**NEW YORK BUSINESS®**

June 17-23, 2002

CRAIN'S **SPECIAL REPORT**

# 100

## most influential LEADERS in business



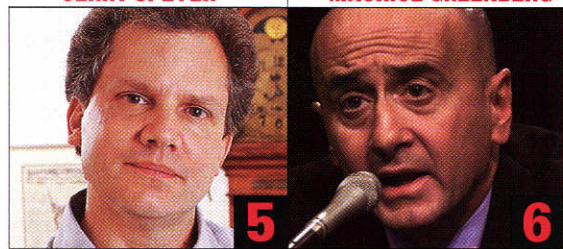
**SANFORD WEILL**

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**MAURICE GREENBERG**



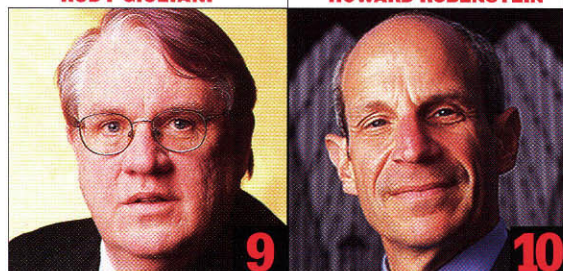
**A. OCHS SULZBERGER**

**RICHARD GRASSO**



**RUDY GIULIANI**

**HOWARD RUBENSTEIN**



**EUGENE MCGRATH**

**JONATHAN TISCH**

**10 MOST INFLUENTIAL**

### IN THE NEW YORK CITY BUSINESS WORLD, ONE FACTOR RISES

above the rest to give a person influence: the size and importance of the organization he or she controls. To make the *Crain's* list of the 100 most influential business leaders, an individual had to use that clout to effect political, civic or social change, or to effect change in his or her industry.

There are few minorities and few women on the *Crain's* list. The upper echelon of New York's business community is still dominated by white men in their 50s, 60s and 70s, though there are signs their hegemony is ending. No effort was made to be politically correct.

Any list such as this is subjective. *Crain's* relied on the expertise and research of its staff and advice from members of the business community to compile the list of the 100 most influential business leaders in New York. The same process resulted in the selection of the elite: the 10 most important executives, in order.

With one exception, Citigroup, we did not select more than one person from a single company. Politicians and political appointees were excluded, with two exceptions—Peter Kalikow and John Whitehead—both chosen because of their continuing influence in the business world.



# Top 10 Most influential leaders in business

#8

## Howard Rubenstein *Spin's anchorman*

BY PHILIP LENTZ

**I**N SOME WAYS, ÜBERPUBLICIST Howard Rubenstein is like the lead character in the Woody Allen movie *Zelig*. He is always there.

If a celebrity is in trouble—be it Lizzie Grubman, Denise Rich or Marv Albert—Howard is there.

If there's a big real estate deal—whether the developer is Larry Silverstein, Donald Trump or Jerry Speyer—Howard is there.

If a major local institution is under fire—be it the New York Yankees, the *New York Post* or Christie's—Howard is there.

"If I were ever going to be caught in a trench, Howard's the guy I would want to be in there with," says Tim Zagat, founder of the Zagat Restaurant Survey. "When the blood pressure is rising and the fear factor is in play, Howard is a great calming influence."

The master of spin in a world addicted to celebrity, Mr. Rubenstein saves projects, deals and careers for the most important people in town.

### A little less publicity

"I counsel most of my clients not to seek continuous personal publicity," says Mr. Rubenstein, whose firm has more than 400 clients in fields ranging from real estate to media, from culture to sports. "I think it can lead to difficult times for them."

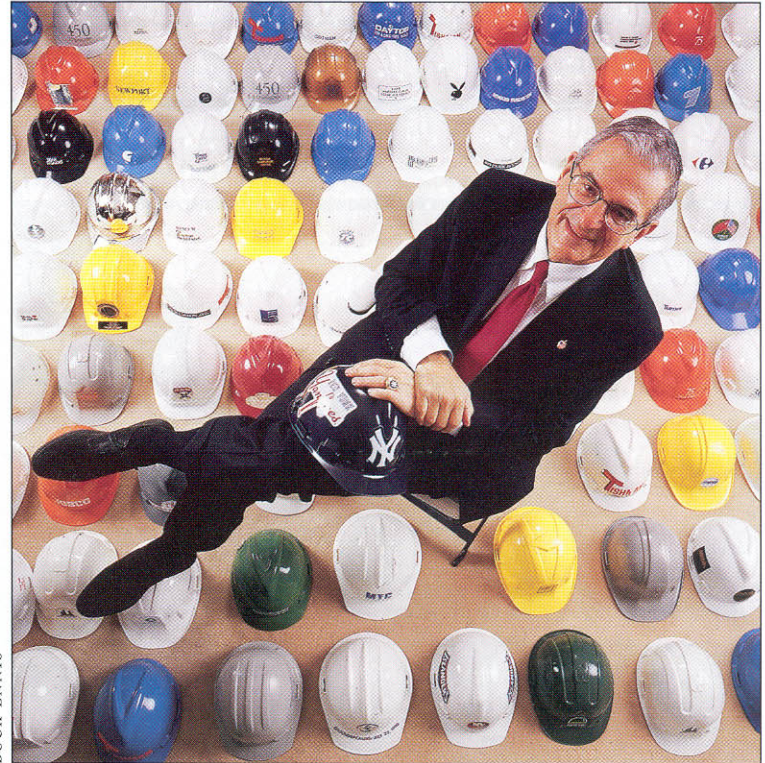
If it does, of course, they can always turn to Mr. Rubenstein, 70. At a lavish 45th business anniversary party in 1999, then-Mayor Rudy Giuliani proclaimed him "the dean of damage control."

The son of a Brooklyn newspaper reporter, Mr. Rubenstein began his business 48 years ago. He inherited good political contacts from his father and put them together with a growing list of real estate clients.

### Client advocate

"The media must cover politics," says Mr. Rubenstein, who now serves as president of his firm, Rubenstein Associates. "I was hoping they would cover my clients, too."

A key adviser to former Mayor Abe Beame in the 1970s, he has been a friend to every mayor since, as well as virtually every other leading city politician, Republican and Democrat, for the last three decades. The fact that he donates prodigiously to candidates—he and his wife, Amy, gave \$66,250 in last year's



BUCK ENNIS

**MEMORIES OF BUILDING PROJECTS:** In his midtown office, Howard Rubenstein has collected dozens of hard hats as souvenirs of groundbreakings he's publicized.

city elections—adds to his clout.

"To the extent that New York City has a permanent government, Howard Rubenstein is its permanent spokesman," says Lisa Linden, a public relations executive who worked at Mr. Rubenstein's firm for eight years.

Though two of his sons work in the business, Mr. Rubenstein

says he has no plans to slow down.

"I can't think of anything else that's more interesting," he says in his midtown office, where he is surrounded by dozens of hard hats—souvenirs from innumerable groundbreakings of projects he's publicized. "Each day, there's another adventure." ■

### RUBENSTEIN ASSOCIATES, INC.

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